DOCUMENT RESUME

ED 266 706 HE 019 036

AUTHOR	Holmes, Jeffrey
TITLE	20/20 Planning...Well Almost. A Short History of the First Twenty Years of The Society for College and University Planning, Written with 20/20 Hindsight...Well Almost.
INSTITUTION	Society for Coll. and Univ. Planning, Ann Arbor, Mich.
PUB DATE	85
NOTE	98p.; Funding for this publication was received from Systems & Computer Technology Corporation, Malvern, Pennsylvania.
AVAILABLE FROM	Society for College and University Planning (SCUP), 2026M School of Education Building, Ann Arbor, MI 48109-1259 ($5.00).
PUB TYPE	Books (010) -- Collected Works - Serials (022) -- Historical Materials (060)
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	*Agency Role; *College Planning; Financial Problems; Higher Education; Organizational Objectives; *Professional Associations
IDENTIFIERS	*Institutional History; *Society for College and University Planning MI

ABSTRACT

A history of the first 20 years of the Society for College and University Planning (SCUP) is presented, along with an issue of the SCUP newsletter (v15 n3 1985) summarizing the society's 20th annual conference. SCUP's role and performance is divided into five-year periods beginning with 1961-1965. SCUP was founded in 1966 but initial planning for the society began in 1958. The 1967 draft statement of goals stressed academic, fiscal, and physical planning. At the end of the first 5 years of the society, prospects were good: a growing membership, well-organized, well-programmed annual meetings, a regional program underway, a publications program; and executive director continuity. While great growth in membership and income occurred in the early 1970s, costs of quality and prestige also increased. At the end of 10 years, SCUP's expenditures were running about one year ahead of its income. A financial crisis occurred during 1976-1980, and during 1980-1984, SCUP returned from New York to Ann Arbor and experienced renewal. Appendices include lists of charter members, 1978-1979 publications, and annual meeting locations and themes, as well as data on 1978 and 1983 membership, and a 1985 mission statement and statement of objectives and activities. (SW)

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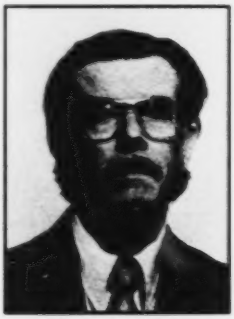
PRESIDENTS OF THE SOCIETY

K. C. Parsons
1966-1968



Albert R. Wagner
1968-1970.

Harold L. Goyette
1970-1972

Coulson Tough
1972-1974

John D. Teller
1974-1978

Jeffrey Holmes
1978-1980

Continued on back cover

Jeffrey Holmes

20/20 PLANNING

. . . well, almost. A short history of the first twenty years of
The Society for College and University Planning,
written with 20/20 hindsight . . .
well, almost.

The Society for College and University Planning
Ann Arbor, Michigan • 1985

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Funding for this publication was received from Systems & Computer Technology Corporation, Malvern, Pennsylvania.

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WHY ME? Incoming president Jeffrey Holmes (right) gets some last-minute advice from outgoing president J.D. Telfer during SCUP-13. Al Robertson, chair of the Hollywood-by-the-Sea, Florida conference, is in the background.

A PURELY PERSONAL PREFACE

Why me?

"Why me?" is a question I first asked early in 1976 when Jean-Marie Joly, the Canadian on the nominating committee, asked if I would stand for secretary. Since I wasn't a member of SCUP, this came as a surprise. Joly explained about my international reputation and knowledge of higher education, and, and, and... but it was when he casually mentioned that the other candidate would be a Canadian, and that there had never been a Canadian on the SCUP Executive, that I understood. The Americans had had a belated crisis of conscience about events of 200 years earlier, and the War of 1812.

A few months later (in Boston, of Tea Party fame), my revised analysis suggested that this was simply a continued misuse and abuse of the British and Canadians. I had just been declared heir to the fortunes of SCUP—a SCUP which was financially bankrupt in everything but the formal declaration. I was to ask "Why me?" frequently during the next three years, as we pulled ourselves up by our bootstraps with our noses to the grindstone and our shoulders to the wheel.

I asked most recently when approached to write a "short and lively history" of SCUP's first 20 years. John Yeager explained about my international reputation and knowledge of higher education,

and, and, and... so I switched off and came up with reasons of my own:

- I am the author of certain works of fantasy (which can be mailed to you, upon promise of payment in U.S. funds, under plain brown wrapper, to be read in the privacy and comfort of your own home).
- I am the "Saviour of SCUP." Much as I enjoy being a legend in my spare time, the truth is that I was the focus of efforts to save the Society. SCUP survived, because it was solidly based and because the members wanted it to survive. You saved SCUP.
- I burned the books. Again as these pages will show, I destroyed most of SCUP's records; it is a fit punishment for the crime that I should recreate them.
- Finally, I detect the fine hand of Fred Gross, president of Systems & Computer Technology Corporation which is the sponsor of this history. In our clashes of wits, he has invariably finished a fraction ahead. This is one case where he may wish he hadn't.

I may wish I hadn't, too. The difficulties of compressing 25 years into 100 pages, of placing this in some context, of writing the autobiographical portion without succumbing to hubris or false modesty, and of appealing to both neophyte and veteran, are formidable. I add to them by making judgments: SCUP's role in higher education and its own planning problems provide some lessons which should not be buried in social commentary. I resist the temptation to lay blame but I also avoid the pause to pay tribute. In fact, I shall undoubtedly offend those (99.3% of the population) who read association history to see if their names are in it.

Four names I must include (they insist!) are those of Alan C. Green and Marvin W. Peterson, who have had the near-impossible task of keeping me on the editorial rails, Joanne E. MacRae, who is putting this through the press, and Connie Taylor, who pushed my purple prose through the purple processor. I could have filled the 100 pages with other names. Even when I mention, the style is so brusque it verges on insolence. I don't mean to give offense: I just don't know any better.

Lastly, a regret . . . that I couldn't interview more of you before I began to write. An especial regret that I had to pass up a weekend at Berkeley with Hal Sanders and Al Wagner. The latter may well have to come out of retirement to correct the errors and omissions of this version, for all of which I take responsibility.

Forward then, into history. And let the SCUPs fall where they may!

Jeffrey Holmes
Ottawa, Canada
January 1985

The Background

The quarter century since the first significant meeting of campus planners, in 1959, has been a time of enormous changes for American higher education, steering between the Scylla of student enrollment explosion and the Charybdis of financial shortfall. The analogy is not perfect, neither is the division of the period into five-year periods, but both are useful in looking at SCUP's role and performance within the higher education context.

1961-65 The surge of enrollment in universities and colleges, the combined effect of an increasing 18-24 population and a steadily rising participation rate, leads to explosive physical expansion of campuses.

Planners meet, on various campuses and in conjunction with the AIP annual conference, to discuss physical planning—often within an urban context. Academic, administrative and financial "planning" are usually ad hoc exercises, and largely professorial. Leaders are too busy to plan.

1966-70 Expansion peaks, at least in percentage terms. Enrollment increases will continue for the next decade but at a slower rate. So will physical plant expansion. Leaders still too busy to plan.

SCUP is formed in April, 1966, and leaps to a charter membership of 300 by December. SCUP-1 held at

Portland in August. SCUP reaches 737 individual members by 1970 and adds a corporate membership category. Secretariat operates on a part-time basis, from Ann Arbor (University of Michigan).

1971-75 Higher education catches its breath but finds itself faced with public apathy or even antipathy. Vietnam aftermath and OPEC oil crisis shake public confidence. Stock market collapse hurts the foundations which have generously supported higher education institutions and associations.

SCUP establishes first full-time secretariat in New York. Membership continues steady growth but finances strained. Foundation support fuels growth—but only for three years. Higher education administrators see little need for planning after expansion.

1976-80 Proposition 13 and continued recession bode ill for higher education. Demographic drop in enrollment looms for next two decades. Retrenchment hits most institutions; ghost of Darwin appears.

SCUP comes near to collapse and bankruptcy. Secretariat returns to part-time operation and moves to Nova Scotia (Association of Atlantic Universities). Planning suddenly popular with institutions as a survival tool. End of physical growth era puts emphasis on other types of planning: financial; academic; administrative.

1981-85 Higher education once again caught between enrollments (which fail to decline as anticipated) and financial stringency. Need to repair or rebuild instant campuses of sixties, aging of professoriate, and questions about relevance of curriculum, bring new planning pressures.

SCUP, back in the black, returns to Ann Arbor and full-time secretariat. Future role and purposes under almost continuous review, culminating in report of Task Force to Assess the Mission and Activities of the Society. SCUP-20 marks maturity.

THE THESIS

This history is too short and light to carry a serious thesis but it can suggest one. It does so without criticism of those scores of individuals who have contributed of their time and talents as the Society's leaders. The suggestion is that SCUP has missed the boat twice: first, it formally arrived too late to take a leadership role in the great years of physical expansion. Second, when the need for integrated planning and management of the higher education enterprise became accepted during the seventies, SCUP was almost incapacitated.

SCUP's preoccupation with its own survival is passed. Its planning for its own future is completed. The renewed need for planning was expressed by David Saxon at SCUP-19 in terms which now have wide acceptance in the higher education community. Will SCUP miss the boat a third time? Or will it use its experience and its abilities to play a major higher education leadership role?

1986-90 ?

CHAPTER ONE

A Planning Pre-History, 1958-66

From memos and meetings to marriage. Founders, reluctantly, cut the AIP cord. SCUP was an association whose time had come.

In the beginning was...a slow-growing realization that the needs of university planners could not be accommodated within the structure of professional associations such as the American Institute of Planners (AIP). The Society for College and University Planning was founded in 1966 but it was a gleam in the founders' eyes as early as 1958, when an internal memo proposing a meeting of campus planners was written at the University of California by Albert R. Wagner, one of the "fourfathers" of SCUP.[1] It was not surprising that the planning sun rose in the West; in that same year, Harry L. Sanders Jr. became the first formal appointment to a position of University Planner.[2] The first significant meeting of campus planners took place, however, on the other coast, with a 1959 summer program on "Institutional Growth and the Urban Setting," attended by 25 planners at Massachusetts Institute of Technology.

Wagner continued to write and, in October, 1960, some 20 persons attended two sessions in the city of plannerly love, at the Warwick Hotel and the University of Pennsylvania. These Philadelphia meetings are considered the overture to SCUP's founding and Richard K. Dober still has half of a dollar bill with eight illegible

signatures. "The ink has not held up," he says, "but the paper has." So have friendships formed in those early days. Ira Fink still uses SCUP as his consulting network of contacts and the strength of this kind of informal link explains why so many of the charter members are still on the roll. (See Appendix I.)

This "First Philadelphia" was not ready for a declaration of independence but the interest in university planning was burgeoning. A few days later, a University of Wisconsin conference considered the "Role of the University in an Urban Setting" and there were meetings of campus planners in Detroit, Los Angeles, Milwaukee, Newark and St. Louis over the next few years. The names of Parsons and Telfer were prominent among organizers and Parsons produced a report on a 1961 Wayne State University meeting. Such meetings were manna to the planner. "The biggest problem was that there was no campus context," says Ed Finlay. "You couldn't work with institutions until they had directors of planning to give continuity."

Goyette, who was appointed Harvard's first staff planner in 1957, says planners "were viewed by academics and staff alike as threats to their authority and prerogatives." Seduction rather than aggression was the answer. "We had a low place on the totem pole and most of us lived or died by the patronage of the president."

"For planners," says Parsons, "there was no knowledge base. It was difficult to exchange ideas and information. You couldn't find out, for example, how new science buildings were being built." All of this at a time of incredible physical expansion. Section 112 of the 1959 National Housing Act added impetus to the expansion and involved the universities in urban renewal. Cities were encouraged, through incentives, to sell cleared urban land to universities for expansion. University growth was harnessed to general neighborhood improvement and the act gave "a golden lustre to this harness."

One of the first instructions at the founding of SCUP was to set up a central data system, beginning with the institutional planning lists developed by Wagner, Parsons and Crane & Gorwick: a shelflist of retrievable materials.

It was not until 1966, at a meeting called again by Wagner again in Philadelphia, that the planners took the plunge. Resolutions of organization, drafted by Telfer, were considered by about 75 persons attending an April 17 meeting at the University of Pennsylvania. The resolutions were adopted, the name was approved and a board of directors elected. The first board meeting was held the same day and, on April 18, the new SCUP met in a second session. J. D. Telfer was appointed (unpaid) executive director and K. C. Parsons was elected the first president.

"The mood," Wagner recalls, "was one of exuberance. We were starting something new, something which no other organization, so far as we could see, was offering." Wagner rejects suggestions that SCUP should or could have been founded earlier:

> The original "founding fathers" (Telfer, Goyette, Simha, Sanders, Wagner, etc.) were all physical planners. I think, in retrospect, that we were trying to found an elite club of only physical planners à la AUA (Association of University Architects). But there weren't enough of us. Thus, we had to take in others in the "planning" field—i.e., academic and financial planners as well. This didn't happen until others began to show up at our pre-SCUP informal gatherings, which attached themselves to AIP, ASPO and such organizations. Although I got the first group started, Jack Telfer was the one who got *SCUP* started.

CHAPTER TWO

The Ann Arbor Years: Planning for Planning, 1966-70

Spectacular growth and strong organizational foundation prepare SCUP for lead higher education role. Success, though, raises demand for services . . . and need for staff and money.

Eight years of slow wooing had burst into a well-planned wedding. Like all romances, it was helped by a little opposition from the older folks, in this case the AIP, which had looked with increasing disapproval at the meetings tacked on to its own annual ones. SCUP's founders were mostly AIP members but the Institute's insistence on restricting membership to certified planners was a barrier to expansion within the university management system. "They weren't the only ones who didn't want to give higher education planners a separate status," Goyette recalls. "Having been turned down by every known organization, we finally created our own out of frustration. Only the APA said we could come in—but we couldn't have a representative on the board!"

From the start, the founders were agreed that SCUP would cover all aspects of higher education planning. "On that first board, Parsons was an academic, Telfer an engineer, Gorwick an architect and planner." Other members were Lawrence Coleman, Ed Finlay,

Carl Nielsen, Sanders and Wagner. Finlay, the only private practitioner, notes that all nine were in facilities planning.

It seems significant, though, that the first president was an architect who had never practiced but had done intensive research on campus planning. Parsons has a more casual explanation: "We'd been working together for so long, we just elected each other as a board. Jack Telfer volunteered to start a secretariat and did a fabulous job organizing the membership and getting us incorporated. A neighbor of mine did the logo for us—the one we still use. There was some hesitation about setting up our own annual meeting but Al Wagner was to work it out with Wesley Myllenbeck, at Portland State College."

The hesitation was understandable: August was all of four months away! "It turned out to be a very good conference," Parsons remembers. "After all, it had been in the womb for several years."

It almost stayed there. The gods, instead of smiling on the whirlwind wedding and frenetic follow-up, cursed the event with an air strike. Some 130 planners defied this unheavenly injunction and travelled west, many of them braving the August blizzards of Canada on the dog sled route. Jack Telfer's wife drove him to Toronto from Ann Arbor; he flew to Vancouver, rented a car, and drove all night to Portland. Seb Helfer took an even wilder route from Marquette. When he got to a strike-bound Dallas airport, he took the next flight to Acapulco and flew back in direct to Portland.

The theme of SCUP-1, Contrasting Concepts in Campus Planning, recognized the variety of a SCUP membership covering large urban to small rural institutions, public and private. Fink remembers the contrast, too, in the kind of problems faced: "The planner from University of California-Santa Cruz ('We're nestling the campus among the redwoods') was followed by the Chicago Circle campus planner, with his first slide—one of the Maxwell Street unemployed ('These are our Redwoods')."

Wagner complained, during the Board's second meeting, that the story of SCUP's formation published in the NASULGC Circular Letter "contained several errors and seemed flippant in tone" (An

omen for this history?). But the rest of the news was good. The 1966 conference was expected to break even and, on the membership side, the astonishing growth had begun. Some $2,000 had already been received in dues and "from the rate these are coming in, it appears that earlier estimates of income were low indeed." (They were: actual 1966 membership income was over $3,000 and it rose to $5,500 for 1967.)

An analysis of the membership for the meeting showed almost 150: 36 from the Northeast; 10 - Southeast; 75 - North Central; 8 - South Central; and 16 from the West region. There were two Foreign: an Australian and a Belgian. The five Canadians, not regarded as foreign, were included in the Northeast, North Central or West regions. The membership fee, on a calendar year basis, was $15.

Another analysis foreshadowed the end of the "AIP-adjunct" years. Of the first 160 members, only 37 were also AIP members. Although co-sponsored by Portland State College through Myllenbeck, SCUP-1 was held in conjunction with the AIP annual meeting. But the Board decided to hold separate annual meetings unless the December charter membership list showed strong links to any other society.

As it proved, the December count showed only that SCUP's foundation was overdue. There were 311 charter members, most of them with a primary interest in campus planning. Telfer's organization and the networks of contacts of each founder had mated with the magic of the word "planning." (The SCUP acronym was not a happy one, Finlay notes, "but there were others suggested which were worse.") Very few of the charter members were women, not surprising in the days of near-absence of women from the field of architecture. Even five years later, Nan Robinson would walk into a joint SCUP/APPA workshop and see "396 men and four nuns."

The members voted by mail to accept the ByLaws and the State of Michigan's Christmas present was a Certificate of Incorporation. The purposes of the Society, set out in the articles, were:

> To study the long range physical development of institutions of higher education; to sponsor discussions, lectures and seminars pertaining directly and indirectly to college and university planning; to provide a reference bibliography service and library for members and nonmembers; to commission technical papers and publish a Journal on the subject of college and university planning and related areas; to make the Society's information, data, papers and facilities available to educational institutions and municipal authorities free of charge or at no more than cost; to sponsor scholarship for individuals interested in the field of college and university planning.

Despite the founders' insistence on a spectrum approach, the focus of the article was on physical planning. The 1967 draft statement of goals, however, stressed "academic, fiscal and physical planning." "This raised some eyebrows," Seb Helfer recalls, "but we finally agreed that the future of planning was a lot bigger than bricks and mortar."

SCUP now had a legal home. It also had a real roof on the University of Michigan campus at Ann Arbor where Telfer built a secretariat with overhead support from the University, valued even in 1967 as $10,000 a year.

Appropriately, the third meeting of the board was held in January at Ann Arbor. All nine members were present, despite record mid-West snows and the fact that everyone paid his own way. The weather made Wagner's reputation as the Omar Khayyam of SCUP:

> Seated in a train,
> Stalled in a snowdrift,
> Somewhere east of Chicago,
> Wagner and Sanders subsisted,
> On a loaf of (sourdough) bread,
> And a jug of wine.

They survived snowdrift and sourdough to make it to the meeting on time. For a book of verse they had a Telfer agenda only slightly shorter!

SCUP had a great deal of business to get through in those founding months. The work of that third Board meeting alone included:

- Approval of the ByLaws (188 ballots for, 3 against, 1 unmarked);
- Agreement to provide members with an annual financial summary;
- Discussion of a SCUP logo;
- Consideration of the first conference proceedings, edited by U of M's Fred Mayer;
- Discussion of future conference sites;
- Agreement on a 1967 budget, already up to $10,700—double the April estimate;
- Discussion of possible cooperation with other groups such as AIR;
- Consideration of a Telfer report: A Look Ahead.

"Jack Telfer's work in getting us set up and organized was invaluable," says Wagner. "The Society could not have advanced without it."

The name Ginny Telfer was almost as well known to that close-knit early group. She was, for the first several years, the Society's chatelaine, dispensing support and hospitality: for example, the fourth meeting of the Board, in July, 1967, began with an informal reception at the Telfer home. Later while Goyette, dressed as always in the best Ivy League tradition, was waiting for the others to join him at d'Agostino's, he was approached by another impeccable person with the polite request—"Table for four please." The experience failed to dampen Goyette's spirits; like the rest of the Board, he was delighted with the news that membership had risen to 446, with 248 renewed and 198 new members. Telfer thought that SCUP had "nearly reached a plateau in this regard" and there was some concern about the fledgling society's financial outlook. To cope with the rising membership work, it was agreed "after a brief discussion which delicately avoided the subject" to hire a part-time administrative aid.

The second annual conference, chaired by Jack Telfer and cosponsored by the College of Architecture and Design as part of the University of Michigan sesquicentennial, attracted some 300 paid registrants. On this occasion, neither snow nor strike slowed them in their path. Those who "contributed significantly" (including O. Robert Simha) were rewarded with a volume on Thomas Jefferson, printed in 1888. K. C. Parsons was re-elected president and H. J. Littlefield was appointed editor of a quarterly newsletter—another step in building the base. The mood of the fifth meeting of the Board was overshadowed by the low net revenue of the second conference, a potential deficit of $3,000 on the year and, in Wagner's words, "a less-than-glorious financial outlook." Even the minuscule secretariat posed financial problems: "To make maximum use of Mrs. Abbeg's services, it will be necessary to acquire a typewriter."

On a lighter note, it was suggested that the reception at SCUP-3 should be "free and definitely alcoholic." Planners would be urged to take to the Lexington conference someone from the institution "who needs to hear the conference discussions perhaps more than the member himself."

The pessimism about budget was dissipated at the February, 1968, meeting of the Board by a financial report which showed 1967 income at $10,100 and expenditures at only $7,800. The 1968 budget was set at $15,400—a sign of the rapid growth in activity. Parsons saw SCUP at a critical juncture in size and support and urged concentration on office matters, publication and the annual conference. For projects, start-up grants from foundations would be essential. The key to the foundation door had been provided by the Internal Revenue Service, a few days before the meeting, when it classified SCUP as tax exempt under Section 501 (C) (3) of the IRS Code. These homely descriptors breathed romance, in that they allowed SCUP to offer tax receipts against gifts by foundations and others.

The executive committee didn't let the grants grow under their feet. Parsons, Telfer and Wagner met with the Ford Foundation and the Esso Education Foundation in August seeking funds for projects

and Society growth. These explorations led to formal applications in May, 1969, through a Parson's letter based on Telfer's December, 1967, statement of the Society's goals. Membership by this time was almost 900 and "we believe it can grow substantially if we are able to provide first-rate, full-time staff services and an improved program of responses to inquiries."

The proposal projected 1968 income from dues at $7,500, with $5,000 to come from the Lexington conference and a carry forward from 1967 of $2,300. Expenditures included $3,500 for publications, $5,000 for office costs, and annual conference costs of $3,700.

The key change in SCUP's circumstances was the move of Telfer to Columbia University, as assistant vice president for physical planning. "In order to develop more effective staff services, we believe it will be necessary to retain the services of a full-time professional managing director to work this year with Mr. Telfer; and to provide an associate director in the second or third year. Further, we believe that the number, content and quality of our publications must be improved considerably and we should budget a substantial additional amount of money for this service."

The proposal foresaw a 1973 "steady state" budget of $66,000, including $45,000 in salaries for four staff, and publications support of $10,500. The new category of institutional members (at between $100 and $500 per institution) would generate $39,000 income by 1973 and individual membership was expected to increase gradually to 1,600. At the new dues level of $20, this would generate $32,000. The request was for $92,000 over the five years, phasing from $26,000 to $4,000 in the final year, at which time the Society would be self-sustaining. The five-year development proposal was a bold, even astonishing, idea. Marvin Peterson recalls that no comparable higher education association had even a small permanent secretariat. No sponsor rose to the full challenge but in October, 1969, Esso Education Foundation responded with a grant of $30,000—at $10,000 a year to begin in May, 1970.

These fund-raising efforts were conducted under new leadership. A. R. Wagner became SCUP's second president in August,

1968, and K. C. Parsons was named president emeritus. In January of 1969, Wagner expressed his concern about the effectiveness of currently operating committees and reduced their number. One-man committees would be appointed for most ad hoc projects. At that meeting, the Board rejected a merger suggested by the Council of Educational Facilities Planners but the possibilities of affiliation with sister organizations was to be considered.

Looking back on those early years, Wagner recalls enthusiasm as SCUP's strength. The weaknesses were "a lack of understanding about the direction in which we were going, and a lack of knowledge about the financial implications. SCUP grew in numbers beyond our wildest expectations and we simply weren't prepared to handle it."

"One problem," says Ed Finlay, "was that we all kept getting re-elected. We had to resign to let in new blood and to make it clear that the founders didn't have a stranglehold." Finlay was conference chair for SCUP-4, held in Houston, and he took the chance to bring Coulson Tough into the organization. Tough, a commercial/industrial designer, was the only one of the first five presidents, covering a span of 14 years, not among the founding group.

Other changes were introduced, spurred partly by SCUP's need to broaden its membership base to meet its promises to Esso. The programs were changing too. "In the sixties," Tom Mason notes, "50 percent of presentations at conferences were made by architectural firms. Academics, financial and administrative planners didn't bother with SCUP. But when SCUP got the foundation money, we began to break out. And we began to get more deans and presidents to SCUP meetings."

The drive for new members was not before its time. "The CEFP and others were ploughing the planning field," Finlay remembers. But it was not without its hazards. "With the decreased attention to physical planning, we sometimes had only 10 percent of a conference program on facilities. So as we were picking up new members, a lot of older ones were going out of the back door." SCUP was now on the association merry-go-round. As membership increased and

widened, so did the cost of servicing an increasing number of members with diverse interests. The $10,000 first installment of the Esso grant came just in time for Harold L. Goyette, as he assumed the presidency in August, 1970, at SCUP-5 in Amherst, Massachusetts. As an economy measure, Jack Littlefield, conference chair, had been told that no honoraria were to be paid; but a grant of $1,500 from Educational Facilities Laboratories to support delegates of black colleges was a welcome sign. Telfer was reappointed as (unpaid) executive director but the search was on for a full-time director.

The maritime tone of the conference is suggested by the fact that the meeting of the Board beforehand was held "at the summer apartment of H. L. Goyette in Marblehead" and that there is a still-unsolved mystery, recorded in the minutes, of the disappearance from the conference of five lobsters. (It is not recorded whether they were alive or dead but perhaps this mention will stir a long-dead conscience to confession.) Like its four predecessors, the Amherst conference was praised for its program and the success of the annual conferences was accompanied by the flourishing of two other activities. SCUP's regional activities came to life, with meetings in Texas followed by the first formal regional conference in New Orleans. SCUP moved more formally into print with the publication of the *Journal*. (See Vignette 1.)[3]

In October, 1970, the Board approved a statement of the Society's goals, one which was to be updated in 1972 and refined into the 1973 summary which still expresses well the ethos of the society as a professional membership association for the exchange of ideas and experiences:

> "As a professional membership organization, the Society for College and University Planning has as its goal to provide a means of communication for the exchange of experiences and ideas among all those concerned with the various aspects of higher education planning.

To work toward this goal, the Society has established these objectives:

- The development and refinement of planning principles relevant to all colleges and universities—large and small, public and private.
- Consideration of the implications of changing social needs to the structure and content of higher education programs and the resultant changes in the nature of higher education itself.
- Study the means by which the growing financial crisis in higher education can be resolved through the reallocation and better utilization of financial and physical resources.
- Provide a clearinghouse for information on current developments in higher education planning—comprehensive, academic, financial physical—on the institutional, regional, statewide and national levels.
- Encourage and facilitate the development of individual planning efforts through the recruitment, training and placement of qualified personnel.
- Develop expertise in academic, financial and physical planning among all college and university officers, especially where the employment of full-time planning personnel is not possible.
- Relate planning to interinstitutional cooperation and institutional research.

The Society's focus is on the individual college or university in its local, statewide and national contexts. The Society emphasizes the questions to which the planner must address himself, rather than on stylized answers to general problems, as well as the philosophy of planning and the inter-relationships of institutions and institutional components."

Approval of the goals was a fitting conclusion to the building of the base. As SCUP ended the first five years of its formal life, the prospects were excellent: a growing membership; well-organized, well-programmed annual meetings; a regional program underway; a publications program moving towards a professional guide; and executive director continuity, even though this had meant a change of secretariat site. The founders had done their job.

CHAPTER THREE

Growing Pains...And Pleasures, 1971-75

The New York Years. Even faster growth, especially in budget, with support from foundations and others. First full-time director appointed. Membership drives. Changing mix of membership. Strains of growth. High-class image of Society a major goal, pursued through special projects and culminating in Bicentennial addresses at Society's largest attended conference.

Like any six-year old, SCUP was a problem to its parents. It had boundless energy, a tendency to want to go in several directions simultaneously, and the habit of growing out of its clothes. Looking after the growing organization was now a full-time job and, effective July 22, 1971, the Society appointed H. Gilbert Nicol to the position of director (Telfer retained the executive director title). Gil Nicol came to SCUP from a variety of university and foundation positions, with the triple task of managing the office, building membership and getting grants. A formal agreement with Columbia University gave SCUP an office at #3 Washington Square Village.

The sixth annual conference in San Francisco was chaired by Al Wagner and there was significant press coverage for the first time. Attendance broke 700 again—and the conference broke a tradition. The Board minutes recorded that Robert Koski "was enthusiastic about the demise of the head table and suggested that this idea be

carried forward in next year's conference." (It may be significant that Koski resigned from the Board before the next meeting but "head table demise" suggests a novel idea for societal renewal!)

The regional program was high on the Board agenda. The New Orleans regional conference had attracted 30–50 participants but Coulson Tough recommended fuller participation by the Board, better organization of the program and arrangements, more concern about positions and exposure in "tie-in" conferences, and better publicity. The New York address was confirmed as the new headquarters, with Fred Mayer appointed "resident agent" in Michigan. A memorandum by Nicol was "adopted as a means of implementing the goals of the Society, with the clear understanding that success is largely dependent upon a continuing commitment on the part of all Board members."

The year 1972 opened with a Board meeting which underlined both SCUP's problems and its prospects. There was a discussion of unpaid bills from the SCUP-5 conference of some $3,500; the board rejected the use of an outside auditor as expensive and unnecessary: "Mr. Telfer further remarked that we now have Mr. Nicol as director to watch over the books." Telfer announced that he would be departing New York to take the position of vice president of facilities planning at SUNY Buffalo. It was decided that SCUP would retain its Columbia arrangement as long as allowed but Telfer stressed that "the move dramatizes the necessary transfer of duties from me to the director." This transfer had taken place already in many respects, but would require amendments to the ByLaws. His proposal to strike any reference to Executive Director was approved, subject to ratification.

The possibility of a SCUP-AIR merger was mooted, but not pursued. Nicol said he was pushing for members and estimated that 4,000 prospects produced about 800 actual members.

The budget was discussed at length, given the expectation that 1972 would see an expenditure of $35–$40,000. Two drastic options were considered:

a) to close the central office;
b) to hold the publications program in abeyance and maintain the central office as long as possible.

The Board decided that having Nicol as director was essential to the operations of the Society and, if no grants were forthcoming by March 1st, to halt the publications program and make other reductions. Merger of SCUP *News* and the EFL Newsletter was discussed. The final grant from Esso of $10,000 was welcome but fell short of the needs; an (anonymous) red pencil note on the minutes reads: "How can we continue in 1973?"

SCUP was in the classic position of an association with growing pains. The jump to a higher level of activity means a commitment to a higher level of service—and cost—without a certainty of having the money to carry it out. The rapid increase in regional and other activity would not have been possible without a full-time secretariat to promote and organize the events. On the other hand, promotion and organization must be paid for. The search for grants becomes a major activity in itself, time-and-money-consuming. And the search for, and servicing of, members takes up an increasing amount of time and money, too. When the cycle is vigorous, and rising, the growth curve becomes self-stimulating and self-supporting. If the cycle is broken or slows, trouble follows quickly. The seeds of SCUP's success were also the seeds of SCUP's problems.

Total income for 1972 was projected at $38,500, including 1,000 membership fees at $25 and the Esso final payment. Immediate expenditures were $11,500 for January and February, including mailing of membership notices and *News*, and $3,500 payment of arrears for SCUP-5. The balance would allow $4,000 a month for minimum secretariat operation, March through August.

In August, Goyette opened the 20th Board meeting with the news that: "We still haven't achieved bankruptcy in spite of all the dire predictions." Membership had surged to 931 individual and 48 corporate members—partly as a result (legend has it) of Nicol standing at every meeting of every national group handing out SCUP

brochures. The possibility of a dues increase was rejected; "adverse effects are a distinct possibility." Besides, prospects for the Atlanta conference were promising: "Local press coverage has been good and we might expect UP and AP coverage if Governor Carter says something of import." There is no record of how good what a future president said was, but it was a coup for SCUP.

An attendance of 344 in an area which was not a membership stronghold testified to the increasing attraction of planning as a concept. The wide concerns show in the SCUP-7 title: "The Changing Environment in Higher Education." Some of the old guard members may have been disgruntled but to most members, SCUP was what you found it. Marvin Peterson, attending his first SCUP conference, found the physical planner still dominant but saw Nicol leading or stimulating the expansion to include other areas of planning. "He encouraged active participation by individuals like myself (governance and comprehensive planning), Bob Cleary (academic planning), Jack Freeman (financial planning) and others, even though we were not then on the Board. In essence, there was no SCUP formal strategy to include financial, academic, comprehensive planning at that time but Gil's fostering of membership, program restructuring, publications and workshop topics moved SCUP in that direction (I think correctly!). The formalization of the broader multiple notions of SCUP, I believe, occurred around the Washington Conference (through 'tracks'), although publications, the Planning Institute and the regional workshops had shown the way."

The publications program had become a major promotion activity for SCUP during the early seventies, largely due to the marriage negotiated between Richard Dober and Alan Green, vice president of Educational Facilities Laboratories (EFL). It was also a major source of income, paid in advance: Green estimates that EFL put $20,000 a year into joint publishing from 1972 through 1976. The arrangement helped both groups, Green recalls, "it gave a context to what SCUP was doing and was a good vehicle for EFL." The early series were devoted to physical planning, not academic and

financial. "Our definition of physical was 'something you could kick with your foot' and we saw SCUP as a natural link with the physical." That perception had changed somewhat by 1975, when EFL's Ruth Weinstock began a 31-article series on Educational Technology Revisited.[4] These articles, like earlier ones by James Morrisseau, were designed for campus professional files.

Peterson, named chair of the new publications board in 1972, saw the process as a clash of cultures, adapting to the "in" aspects of planning. Nan Robinson observes that "busting through from the design of a dormitory to integrative planning was a difficult, uneven, process."

Goyette ended his two-year presidency at Atlanta, to be followed by Coulson Tough. He left with optimism about the future, although he worried about having no capital cushion. "But I always felt we wouldn't make the next plateau if we didn't have a paid secretariat and a full-time director so the risk had to be taken." He was also pleased with Nicol's performance. "Gil was executive director, in fact, since Jack was too busy to be bugged. He was very good at checking with me. As president he would set up a lot of meetings for me with foundations and others, doing the cold call work. We had a good symbiotic relationship. I told him: 'You want more money, Gil, get more activity, more members.' We needed more money and more members to really play our role, although we were lucky to be born in an era when institutions, especially the private ones, were very supportive of the time and travel of Board members and others. That was beginning to change by the early seventies, of course."

Some were less enthusiastic about Nicol. Ira Fink sent him the SCUP-6 proceedings "but Nicol wouldn't print them. So we only have proceedings for the first five SCUPs. All the publications suffered, in fact, because of the focus on getting new members. We stopped publishing any kind of research materials such as K. C. Parsons and I had done earlier—and which was one of the reasons the Society was set up."

The regional push continued, with the formalizing of the

regional representative position on the Board and an increase in regions from five to seven. A conference in Chicago, in conjunction with the annual College and University Conference and Exposition, was followed by one on "College and University Facilities Management and Planning" at the University of Texas, Arlington, and another—on the same day in May—a couple of thousand miles away in New York. With a full-time secretariat, SCUP had spread its wings and was flying high. It was also flying wide: the title of the conference at the City University of New York, "Affirmative Action and Higher Education Planning," stressed that SCUP's concerns went well beyond the physical.

Workshops were held in seven different regions in the last half of 1972; 1973 opened with one conference, preceding AAHE, with its title "Relating State-Wide and Regional Planning to the Institutions." In March, a Washington conference tackled "Let's End the Confusion about Cost-Simulation Models—A Candid, Non-Technical Discussion of their Place in Higher Education." And in April a SCUP conference at St. Louis discussed "Renovation and Modernization of Higher Education Facilities."

The latter meeting must have given some reasssurance to those members who thought SCUP was spreading its wings too wide, too quickly. The resentment about what some saw as SCUP's betrayal of physical planning concerns, was growing. There was also concern among other higher education associations that SCUP was moving into their territories, and their membership. The great, foundation-backed, growth of such associations in the 60s had not yet reached its pause, but the ever-widening circle of activity was leading to nervousness, exacerbated by SCUP's aggressive search for members.

The Society went north of the border in 1973, with "Planning is Communication" as the theme of SCUP-8 in Toronto. Communication proved to be too good, charter member and conference organizer George Hume recalls. "The conference hotel had lost its liquor license for a week—due to a slight overattendance at a reception there—just before our conference began. The hotel paid the shot for moving all receptions to Ryerson, including laying on double-decker

London buses at no cost. The SCUP visitors thought we'd planned the whole thing!" Regional conferences in Columbus and Atlanta followed, the second in a year for Atlanta—this one with the theme "New Approaches to Planning for the Adult Student." Regional conferences in 1974 in San Diego, New York, Chicago and St. Louis preceded SCUP-9, in Denver's Brown Palace Hotel, where delegates discussed "Statewide and Inter-Institutional Planning in Higher Education." Those who attended still remember, too, the Great Denver Downpour.

The pre-conference Board meeting was the last under Coulson Tough's two-year chairmanship. It established a historical committee, under Al Wagner, and heard the first report from Rex Engebretson, appointed by Tough six months earlier to chair the finance committee. His proposals were designed to keep tighter control on workshop and administrative budgeting and costs, which were beginning to alarm Tough. Other associations were also wondering how SCUP could run "that kind of organization with that kind of dues structure." Engebretson's appointment was one of four made by Tough to ensure Board supervision of finance, program, publications and regional activities. He found Nicol acting too independently and, at a couple of thousand miles distance, had trouble keeping a rein on the director's activities. A disappointment for Tough was the withdrawal of Jana Matthews as chair of the self-study committee which Tough had appointed in January. Matthews, the first woman on the Board, had been asked to report on the directions of the Society, its functions and services offered and needed, as well as on its relationships with other organizations.

Tough's involvement with SCUP virtually ended as he left the University of Houston for private industry. He had been very active since joining the University in 1968, responding to Phil Williams' suggestion that the 1969 Conference be held at Houston. "I believe we were the first to put a number rather than a name to the conference," he recalls.

Tough says SCUP was in a building mode during his presidency—"we were trying to get the academic planners and oth-

ers involved in SCUP as it was dominated by physical planners at the time." Although Tough found Nicol a bright person, he thought he had difficulty relating to a volunteer Board—and the distance between Texas and New York didn't help.

Tension was high, in SCUP and elsewhere at this time. "It was a surfboard era for higher education groups," Alan Green recalls. "EFL went up with the wave and came down with it but we got off just before the board hit the beach. Others weren't as lucky." EFL came to the end of its own Ford financing at this time, which put the joint publishing arrangement in jeopardy.

Green remembers it as "The Crunch of '74." "For example, Columbia University eliminated its office of planning—which either meant it wasn't functioning well or that the institution didn't recognize the importance of planning. SCUP itself, by not delivering on the broad definition of planning, probably missed a great chance to be way ahead, but there was an increasing distance between Gil Nicol and the Board on this concept. He thought he was going where the Board was aimed but it wasn't a strong Board."

The Nicol/Telfer link was restored in Denver, with the election of John D. Telfer as the Society's fifth president. The first meeting of the new Board heard a vigorous presentation of publication plans by Peterson. It also changed the fiscal year to July 1 - June 30 to coincide with a new membership year. The membership change was not well received by some, who saw it as a disguised move to boost SCUP's income by forcing renewal only six months into the membership year.

The need to involve top university officials in planning sparked the idea of a prestige institute at Princeton, to begin in 1975. Orin Cornett, of Gallaudet College, brought his organizing genius and energy to the project, although Peterson also gives credit to Nicol for the original idea and initiative. (See Vignette 2.) "The Planning Institute was an overwhelming success," Peterson states. "The first faculty was a mixture of *practitioners* and *scholars* (such as Robert Pace, Robert Wallhaus of NCHEMS, and myself)." The Institute was a one-week immersion course and the 1975 opener succeeded

both in numbers and the quality of the attendance. One of those presenting was K. C. Parsons, returned to SCUP activity after dropping out when appointed dean of architecture, art and planning at Cornell. Parsons found an astonishing change in five years. "We suddenly had vice presidents and planning staffs and I wasn't prepared for them."

This metamorphosis combined with the end of the great building era to exacerbate SCUP's problems of defining its role and purpose. It also emphasized the need for new blood. "Attempts were being made to gain greater regional level activity and to 'upgrade' and 'broaden' the board," Peterson comments. "Gil had spawned many ideas. He attracted (recruited) many of the new, nonphysical planning members who took the lead in new areas (Cornett, Cleary, myself, Freeman, Knerr, Holmes). The problem was that we were growing, broadening and expanding without a specific plan or strategy. The directions were probably correct, the mode was optimistic and expansive—but the explicit plan and the strategy to manage the new broader organization (and to finance it!) was not in place."

And SCUP was caught, like everyone else, when the oil crisis brought to a savage halt an era of financial euphoria, sending the stock market plunging and with it the value of the shares held by many of the foundations which were active supporters of higher education and professional associations.

Although not recognized at the time, the Society was now in a desperate race—between the growth of membership and income on the one hand and the increasing costs of quality and prestige on the other. The theme of the 1975 conference in Minneapolis was "Planning for Higher Education—An Art or a Science?" It was a question to apply to the Society itself. If the five years of pre-SCUP had perhaps been too cautious, and the five years of SCUP's founding had seen the laying of solid foundations, the five years of the early seventies had been ones of furious and optimistic growth. The theme of the 1976 conference posed an even more prophetic problem—"Effective Use of Resources."

Nicol had paid heavily for prestige, as part of the drive for high-

level recognition of SCUP's place in higher education. The drive was reflected in the green and gold embossed letterhead, in the generous honoraria and expenses paid to keynote presenters, and in the planning for the Bicentennial Conference to be held in Washington, D.C. The plans were for addresses by three international figures (Henry Steele Commager, the historian; Sir Frederick Dainton, head of the British University Grants Committee; and John R. Silber, president of Boston University) to be published and distributed free to some 4,000 universities and colleges. Ford had agreed to fund the project but the Ford grant had been swallowed into general expenditures already, along with the advance registration fees for what was to prove the highest attended SCUP conference.

Nicol, some years later, still thinks the cash-flow problem would have solved itself if SCUP had kept its nerve. But as it approached the Bicentennial, and ended its second five years of life, SCUP's expenditures were running about one year ahead of SCUP's income.

CHAPTER FOUR

Disaster, Dilemma and Decisions, 1976-80

The Nova Scotia years. Resignation, re-appraisal, and reluctant recognition of reality. The Great New York Fire and a Station Wagon Named SCUP. Retreat to Canada: Go to N.S. or come to grief. Two desperate years. Hello Phoenix.

It was July 24, 1976, in Washington, D.C. Around the table sat the newly-elected SCUP Board, chaired by re-elected (for a second two-year term) president Jack Telfer. With them sat director Gil Nicol. The meeting could have been celebrating a record attendance of more than 600 at SCUP-11. Instead, its members were grappling with the shock of an annual business meeting where it was reported that SCUP was believed to be some $50,000 in the red. The secretariat was in seeming disarray and there were some obvious clashes of personality. A four-hour exchange followed. Telfer charged that the Society wasn't getting the kind of leadership needed from the Director. Nicol felt that he had had little help from a Board which had "sat as protectors of an investment rather than as active promoters of the Society." Vice president Knerr saw differences of expectations—of the Board, of the Director, of the members. There should be common support, assistance and regard between the

Board as a body and the central office, he said. But there had been a deterioration that undercut effectiveness.

During the course of the discussion, Nicol proffered his resignation and the Board eventually voted to accept it. It was moved by Robinson and seconded by Engebretson that: "The executive director's offer of resignation be negotiated in a fashion—and over a period of time—that is fair to both the society and to the executive director." The Board agreed to an emergency meeting in Buffalo in August, asked incoming vice president Anthony Knerr to prepare a statement of finances and to discuss the handover with Nicol, and then adjourned—without having reached the agenda prepared by the new secretary. The latter, who had sat through the meeting with some sense of dismay, was Jeffrey Holmes, the first Canadian to serve on the SCUP executive. He was a new member of the Society, having been recruited to compete for the post of secretary . He was, by birth, upbringing and divine right, a Yorkshireman—a breed suckled on stubbornness.[5]

He had no planning training and virtually no higher education; but he did have a sense (albeit twisted) of humour. He would need it. Immediately following the meeting, Holmes made an offer to Telfer which *might* have saved SCUP and all who sailed in her some time, money and trouble. He would ask his employer, the Association of Atlantic Universities, to sell part of its secretariat services to SCUP for $50,000 a year. This would save $25,000 a year on an estimated $75,000 expenditure and would put SCUP back in the black in two years. Not surprisingly, the idea of giving SCUP to a man he'd only just met and letting him take it to darkest Nova Scotia had rather limited appeal to Telfer. He was very polite in saying so.

Holmes returned with the offer to the Buffalo special meeting, with the suggestion that any other Board member might want to take SCUP under his/her wing. None did. The financial situation of the Society was still far from clear, although Knerr and his colleagues had done a lot of sorting. No money was missing (there had never been any thought that any was) but revenues were about a year behind expenditures. This state of affairs had been obscured by

an accounting system which did not clearly distinguish membership and fiscal year. For the 1975-76 year, an anticipated surplus of $20,000 had proved to be a $20,000 deficit. At the secretariat, Dan Brennan, a management consultant, had been hired by Knerr on a part-time basis to keep things moving. Nicol would terminate August 31.

The decision was made to continue the New York operations and a variety of clear-the-deficit special events were considered, including an invitation to the President to speak at a conference on "Planning and the First 100 Days of the Carter Administration." None came to fruition. It was still difficult, though, to comprehend the depth and breadth of the problems and SCUP actually advertised for a new executive director.[6]

By November, it was clear that there was no money to pay an executive director—or the creditors. What little came in went to the phone company and the landlord. SCUP's tiny assets were frozen by a lawsuit, under a New York law which designated organizations chartered out of state as "foreign." (The suit was quietly resolved soon afterwards.) The new membership year was eight months away. The publication and program activities were slowing to a halt. The Ford-funded Bicentennial lectures could not be published. Knerr, with his New York team of Diane Peladino, Tom Demers and Brennan, gallantly undertook to keep the sieve afloat until the mid-winter Board meeting.

The first hour of the Seattle meeting, late January, 1977, had an air of fantasy. Board members discussed the plans for SCUP-12 with the enthusiastic organizers, knowing they would probably have to tell the team next day that there would be no SCUP-12—and no SCUP. An hour after the group had left, the only apparent choice before the Board was whether to declare bankruptcy under Chapter 11 or Chapter 13. An auditor's investigation, conducted over several months, showed an accumulated deficit totaling some $35,000—with five months of the fiscal year still to run. There were no assets and no prospects of membership or other income, bank loans or foundation grants. Apart from that. . . .

The directors talked themselves out of an immediate declaration of bankruptcy. Knerr and Holmes in particular were eloquent about the damage that would be done to higher education as a whole, as well as to educational planning, by such an admission of defeat. The Board agreed to make final decisions three weeks later, by conference call. But office staff would be terminated effective February 14. (Ross Albin and Judyth Sibalis were thanked for their services).

The executive reported to the Board by phone, February 15. Interim director Brennan said the lawyer who had become a new SCUP creditor was negotiating with the major creditors. One had already gone to small claims court, there was hope that the others would agree to staggered (an appropriate term) payments from May 1. It was decided that the Society would seek loans and grants from Board members, other members, foundations and financial organizations. Knerr, Robinson and Holmes would negotiate a $50,000-a-year contract with Brennan. SCUP would proceed with an immediate appeal to members for early payment of 1977-78 dues, at $35 (ahead of a proposed increase to $45 in August). SCUP would negotiate an interim loan of $5,000 with Brennan's company.

Holmes' minutes did not record any resolve to pray for a miracle but that was what SCUP now needed. If it seemed incredible that a 2,000-member Society could collapse over a few months, it seemed impossible that it could stay alive until the new membership year. If this were a play, the author would now descend in a basket from the clouds: Holmsus *ex machina*. But Holmes, unlike the *Deus* who descends on these occasions, is not here to provide a contrived solution to the difficulties; he is here to try to explain. Soft! He speaks.

"I'm convinced that if anyone on the Board or Executive had really known at any one time between July, 1976 and June, 1978, the full extent of our problems we would have seen that bankruptcy was the only way out. At the time of our conference call, we were *still* talking $50,000 contracts and we were still basing our estimates of income on a 2,000 membership. It has taken me almost 10 years to realize that we probably never had more than 1,600 members and

that the 2,000 figure we used probably included a full year's nonrenewals. We were, in fact, living on leftover euphoria, flavored with a dash of slightly stale optimism and covered with a dressing of semi-statistics and half-ignorance. It is a sobering thought, for those of us who deal in 'data for decisions,' that if we'd had the facts we would have quit."

At this point, the basket is hastily hauled aloft by institutional researchers in the wings. The history may proceed.

Realilty came to roost in Boston, in early March. (Driving there, Holmes only reached the Robinsons' home by getting a taxi to drive ahead into the one-way maze.) Knerr, Robinson, Brennan and Holmes looked once more at the numbers and threw $50,000 out of the window (not literally!). Robinson conducted a Dutch auction between Holmes and Brennan—an auction finally "won" by Holmes with a $30,000 bid. Part of the money would go to keep a foothold in New York, where Brennan's company would continue to occupy the former SCUP quarters, with responsibility for publications, workshops and other items, on sub-contract. But the bulk of the resources of the Society, and the responsibility for it, would move to Nova Scotia.

Most of the contract money would go to the Association of Atlantic Universities (AAU), to cover the allocated time of Holmes, Anne Marie MacKinnon and Brenda Tutty. Since the allocated time never did cover SCUP's needs, The Halifax Trio had to make it up at nights and on weekends, for which they would be paid the balance of the contract. Since the contract always ran at a loss. . . .(VIOLIN OFF)

It is worth asking why Holmes persisted—the AAU Board certainly did and they were underjoyed when Holmes came home dragging a bankrupt organization behind him. There were several practical reasons: The Halifax secretariat had AAU affairs running so smoothly that it needed more work; both MacKinnon and Tutty were ready for more responsibililty; Holmes needed the money to fund a major library computerization project that few librarians wanted. Besides, it was there. Not exactly Everest—but there. It

would be nice to prove to the friendly planners to the South that this Canadian Valley Forge operation could survive. (The Valley Forge analogy, although extravagant, has elements of the appropriate. SCUP was living through the depths of a financial winter—and the volunteers could leave at any time.)

The move to Nova Scotia was preceded by a Holmes four days in New York, and the solving of a mathematical impossibility: put nine packed filing cabinets and 20 boxes of other material into one mid-range station wagon. The solution was The Great Fire of New York. Holmes dumped down an incinerator shaft everything which wouldn't fit the Procrustean back of his wagon. (To be accurate, the first three days' harvest went down the chute, the last had to be carried to the basement after the metal chute opener broke off the wall.) Brennan, his Polish-American partner and Holmes spent the last night fiddling while SCUP burned—the night of St Patrick's birthday. Represented by Brennan as a high-ranking Irish official come incognito, Holmes soaked his accent in Jamieson's Green Stripe for six hours and at one stage was ushered out of a swank Seventh Avenue restaurant by a Japanese headwaiter as he taught Puerto Rican firemen to sing *Danny Boy*.

It was the last high note Holmes was to hit for three years. At 6:00 a.m., March 18, 1977, he poured his flaccid body over the steering wheel and drove into an all-day snowstorm, in the only vehicle in New England equipped with snowtires. Fourteen hours and 185 meteorological miles later, he fell into a motel bed asking: Why me?

Why us? was the chorus which greeted him in Halifax. MacKinnon and Tutty were not amused but settled to the task of nursing SCUP through its crisis.

The next year is too painful to remember in detail. Witnesses decline to talk. Some workshops were held, some were cancelled; there was an overall loss on those operations. The Princeton Institute broke even only because the faculty returned their SCUP checks. Attendance at Seattle was disappointing. The New York arrangement proved impossible to maintain and was terminated

with unhappiness at each end of the long line of communication. Nothing worked well, even though it was a miracle that anything worked at all. Planning was impossible; ad hocery ruled the waves. The future of SCUP hung on the daily trip to the P.O. Box to check the mail for memberships.

(The tragi-comedy is best summarized in a delayed sequel to Seattle. Early in 1978, a consultant who had held the fort in Halifax while the Trio was at the annual meeting, came into the office with a large envelope. "I forgot to give you this when you got back from Seattle; I do hope it's nothing important." Inside were a score or so envelopes with $3,000 in individual and corporate membership payments, all stale-dated. Holmes and MacKinnon, who were still counting every dollar twice, every day, looked at each other trying to decide whether to laugh hysterically or cry hysterically. Laughter won—but it was close.)

The good news of 1977, in fact, was the membership reaction to the desperate appeal for early payment. Members were told the whole truth, or as much as was known by anyone at any one time, and they put their money where their SCUP was. The flow of checks that began in April almost kept pace with the demands of daily operations and impatient creditors. The balance was provided by loans from Brennan, Holmes, Knerr and other Board members, and by Air Canada—who only balked when Holmes' credit card imbalance hit $4,000. The biggest single boost came from the Seattle conference organizers. Holmes' first act after taking over had been to fly West. "You'll have to make money," he told the team, "we can't provide any subsidy." "We'll try," they responded, "but surely SCUP will save us harmless if we have a loss." "You're looking at SCUP," said Holmes, "and I'm broke."

The committee cut budgeted expenditures from $31,000 to $19,000 and finally came in at about $13,500. Conference treasurer Jim Ryan took Holmes to the bank the day after the conference and handed him a cashier's check for some $6,000. "Creating Our Future" was the title of SCUP-12; it was instrumental in giving SCUP a chance to recreate its own.

Those members who attended (a disappointing 200-250, due to the disruption of SCUP's support work) made their personal contribution to the life-saving surplus. "Bite a bullet for breakfast" had been the tenor of Telfer's message at the annual business breakfast. The large attendance (nothing like trouble . . .) didn't take him literally until they realized that a bullet-hard roll, juice and coffee was all there was.

Seattle, to borrow from Churchill, was not the beginning of the end but it was the end of the beginning. On the downside, three issues of *Planning* were cancelled and SCUP abandoned its lame attempt to get into the Title III business. On the good side: Clinton Hewitt agreed to take the secretary position, freeing Holmes to concentrate on being executive director; the Halifax secretariat had put its SCUP house in order; the list of creditors was beginning to shrink; and Jack Freeman took over as treasurer.

Freeman hosted the next meeting of the Board at Pittsburgh in October, opening the event with a dinner in the Cathedral of Learning which offset more bad news. A profit of $1,000 on the Boston workshop had been followed by a $3,000 loss at Calgary. Poor promotion and uncertain organization were partly to blame. The first two of four proposed Orin Cornett workshops had been aborted, but it was decided to go ahead with the prestigious Princeton Institute even if it were likely to lose money.

A major change was Holmes' decision to terminate the New York agreement. He paid tribute to Dan Brennan's tremendous contribution during the depth of the crisis but the arrangement was now costing too much and not working well. Holmes himself would be leaving Halifax in February, 1978, to take a Statistics Canada job in Ottawa. The present agreement with the AAU would run to June 30. He would seek to renew it, with Anne Marie MacKinnon replacing him as the link.

MacKinnon had been running the secretariat all along, since most of Holmes' SCUP time was spent outside Halifax. Forced by his Air Canada obligations to take to his car, Holmes roamed the States.[7] He met with: Board members; sister organizations, seeking

joint projects and stand-by arrangements for members in the event of bankruptcy; and with new-blood adherents like E. Michael Staman, who ran a workshop and wrote a planning bibliography. He showed the flag and assured people, with a fixed smile, that SCUP was alive and almost well. He sought support and sites for SCUP workshops and annual meetings.

The annual meeting situation was critical. The planning cycle had broken down, to be replaced by a desperate year-to-year search. An attempt in Tucson failed but Al Robertson volunteered to hold SCUP-13 in Florida, at Hollywood-by-the-Sea. Despite another disappointing attendance (again, the lack of long-range advertising and promotion), Robertson was to turn another large life-saving profit.

The July - December *News from SCUP* looked forward to 1978 as the Year of the Phoenix. Holmes, thanking members for their patience with poor performance, noted that outstanding obligations had been reduced from $35,000 to $15,000 while annual operating expenditures (including publications) had been halved to $40,000. "The SCUP phoenix is coming back to life," Holmes concluded, "whether it will regain all its former splendor is a moot point."

One splendor faded in the spring of 1978, when Holmes had to kill the Institute. He made the pilgrimage to Princeton to plead that 17 registrations were not enough to go ahead, given a break-even point of 30. Princeton's Events Office magnanimously waived the contract, which it had every right to enforce only a few weeks before the scheduled start.

The Institute was yet another casualty of the crisis but it brought to the fore a dilemma which SCUP still may not have resolved. On the one hand, workshops and the Institute added prestige and brought in new members. On the other, they had to be of high quality and to have a specific appeal in a domain where higher education was changing rapidly and where competition from other groups was intense and growing. SCUP's generalist, umbrella role in planning made the question of audience a difficult one to pinpoint. Would university presidents and senior executives take the time to attend a one-week Institute? If not, what could SCUP teach

junior planners which the now-established senior planners could not inculcate on the home campus?

The year 1978 saw two very good responses to these questions. Staman's one-day Richmond seminar included local speakers who dealt with issues which, while not focused on planning, had a planning link combined with strong political appeal. Freeman linked SCUP and the Pennsylvania Association of Colleges and Universities in a 1-1/2 day event which brought together presidents and planners—again by mixing state concerns with general planning approaches.

The interim answer was to seek alliances with regional and other groups but not to announce a meeting unless it was certain to break even, with no danger of late cancellation. Part of this decision came from the realization that conference and workshop support is a time-consuming activity with large hidden costs. A long-term answer, suggested in public and private, was to merge SCUP with another association. The Association for Institutional Research (AIR) was the most frequent mention, with dual members like Werner Lendenmann as prominent proponents. There was a lot of sense in the idea—Holmes had a private understanding with one AIR president that SCUP members would be offered a free transfer to AIR if SCUP failed—but the obstacles were major. SCUP's dual members were scattered with no one major association having more than 20% coincidence. Chuck Thomas, executive director of CAUSE, points out that merged or joint conferences have a problem in that "an institution might send three persons to SCUP, three to AIR and three to CAUSE; but no one will send nine to a merged meeting."

Holmes provided the over-riding answer, as he argued that SCUP should be solvent before it considered any type of merger: "Nobody wants to merge with the Titanic." The SCUPtanic was still afloat, limping towards harbor. In his preface to the publication of the Bicentennial lectures, Holmes wrote:

> A grateful Rome awarded the title of Cunctator (the Delayer) to

the general who kept Hannibal at bay while the city regained its strength after a series of reverses. Members of the Society for College and University Planning may be less inclined to gratitude, but the publication of these essays on "The Past, Present and Future of American Higher Education" has been delayed similarly by a series of setbacks in the affairs of SCUP. The problems began immediately after the Society's Eleventh Annual Conference, held in Washington, D.C., July 21-24, 1976. At this date they are not entirely resolved but the publication, albeit belated, of these essays is the most appropriate omen of the Society's resurgence—and of its determination to fulfill its own commitment to American higher education.

Marvin Peterson's Foreword noted that "the process of planning is potentially subject to even greater distortion, exaggeration and confusion than its predecessors [management panaceas]. Will it, too, take on cult dimensions, and be viewed as an end rather than the means by which higher education pursues its mission?"

Florida provided the occasion for SCUP to pursue its mission, as both Freeman and Holmes told the bad news for the last time. Like Janus, the reports looked both ways. The treasurer is quoted in full:

During FY 1977, the Society suffered the most serious financial crisis in its history, ending the year with an accumulated deficit of over $56,000. The Society was able during that year to stave off bankruptcy only due to the efforts by our Executive Director, Jeffrey Holmes, who performed above and beyond the call of duty. Throughout the crisis, Jeff served not only as Executive Director, but also as chief bill collector, tax assessor, nursemaid, banker, financial consultant and fiscal magician, keeping our creditors at bay with one hand while performing financial slight-of-hand with the other in a valiant, and imminently successful effort to keep the organization afloat.

Throughout the crisis, the membership maintained its faith in the Society, providing both financial and moral support to the Board of Directors in their efforts to resolve the Society's financial difficulties. With your encouragement, the Board last summer

embarked on an ambitious program to restore the Society to a sound financial footing by reducing operating costs, increasing income, and implementing a plan for retiring our accumulated indebtedness. I am happy to report to you that these efforts have proved successful, and the Society is well on its way to regaining financial good health.

Income for FY 1978 totaled almost $75,000, while operating expenses were held to just over $54,000. The resulting operating surplus of $20,000 was applied to reduce the accumulated deficit.

To permit the Society to consolidate its remaining past obligations, we were successful in negotiating a new line of credit with the University of Pittsburgh for $25,000 which has enabled us to meet our cash flow requirements and to retire a number of outstanding liabilities.

In addition, the Board established close control over the management of workshops and institutes to reduce the deficits created in the previous year by those activities.

At the same time, services to members continued although the number and timeliness of publications suffered in the early part of the year. Publications and other services have now been fully restored.

As a result of these efforts, the accumulated deficit was reduced from $56,000 at the beginning of FY 1978 to $35,000 by the end of the year. While we're not entirely out of the woods, we have made substantial progress in putting our fiscal house in order.

The financial outlook for FY 1979 is quite encouraging. I have presented to the Board a proposed budget which is conservative but realistic. That budget, which has been approved by the Board, calls for revenues of $81,215 and expenses of $51,900. This will produce an operating surplus of $29,000, all of which will be applied to reduce the accumulated deficit by the end of the current year to just under $6,000.

This will be accomplished by holding administrative costs to a minimum, negotiating a less costly contract for handling our pub-

lications, and ensuring that our workshop programs operate at least on a break-even basis. The proposed budget is based on a conservative estimate that memberships will not exceed FY 1978 levels, and it anticipates no increase in our dues structure. If we are successful in planned efforts to increase our membership, it may be possible for us to retire the entire deficit before the end of this year. Even under our most conservative estimate, we should be able to pay off all outstanding obligations and eliminate the deficit entirely by the end of the first quarter of FY 1980.

I wish to express on behalf of the Finance Committee our appreciation to the membership for your unflagging faith in the Society, and for your encouragement and asistance as we have attempted to restore the Society to a stable financial condition. You can continue to help by actively soliciting new members and supporting the Society's programs. I am confident that in the coming year the Society will continue to grow stronger financially, thereby permitting us to broaden and improve the quality of the professional services that we are able to provide to our members.

A document which looked only forward was Peterson's report on SCUP publications, with recommendations for 1978-79, almost all of which were adopted. (See Appendix II.)

The (Yorkshire day) election of Jeffrey Holmes as the Society's sixth president restored the MacKinnon-Holmes link which had been cut for a whole month. Things now seemed to be moving much more smoothly—to Holmes, at least, MacKinnon has taken the Fifth. And although he compared himself, in the December issue of *News*, to Joe Blflspltk of Lil' Abner and black cloud fame, he was able to report on Freeman's behalf that "for the first time in three years, we don't owe anyone a cent."

The next issue of *News* was written after a Super Bowl Sunday meeting in Kansas City and Holmes managed to carry the football image through 26 purple paragraphs. Those who only read the first may recall that SCUP's elected leaders "looked more like a team than at any time in the past three years." The only absentee was Telfer, who missed his first Board meeting ever; and only three other survi-

vors of the Seattle "bankruptcy meeting" were still on the Board: Knerr, Peterson and Holmes.

Freeman thought that planning had been overplayed and that SCUP should be talking more about management. He rejected the proposed new title of Society for College and University Management, on acronymal grounds, but proposed a new Statement of Purpose which the Board accepted as a preliminary statement for refinement and discussion with members. His proposal read:

1. To promote the development and improvement of higher education planning and management in all its aspects;
2. To encourage research and to foster the development and application of management strategies and processes for coordinating and integrating academic, financial, administrative and facilities planning in higher education;
3. To promote the professional development of its members and to provide opportunities for exchange of information and experience in higher education planning and management, through conferences, publications, seminars and workshops.

Marvin Peterson kicked the extra point, adding:

4. Developing planning and management strategies to identify and address new issues which will have an impact on higher education institutions.

Chair Wesley Dale's accent at SCUP-14 was on academic planning of high quality and "Planning as if People Mattered" lived up to the concept. Holmes went west, in search of seminar sites, and to investigate the possibility of a western Princeton. His "Rocky Mountain High," described in the next *News*, came from the excellence of SCUP-14 and the certainty that SCUP would now make it. His good mood survived even a three-hour dawn wait, at Independence Pass, for the sun to rise—behind him!

Holmes had begun his second year at Kansas City but he would be the last of the two-year presidents. A change in the constitution, approved at the meeting, would limit future presidents to one year's

service. The decision was the outcome of long discussion, along well-trodden paths of associational argument. A two-year presidency allows a leader to put his/her stamp on an organization and to experiment; a one-year leader is likely to tread cautiously while learning. But a two-year presidency is usually preceded by a two-year vice presidency or several years on the board. In the changing circumstances of higher education, few institutions would contemplate their senior executives making that kind of commitment. Holmes was insistent that future presidents would have to give a minimum 20 hours a week to SCUP's needs, with vice presidents giving ten and Board members five.

The decision to limit presidential terms would mean that, after having six presidents in 16 years, SCUP would have five in the next five. It made it imperative for SCUP to have a strong secretariat for continuity and swift support. A change of site seemed essential, though potentially costly in comparison with AAU's Society-saving support. (The AAU's willingness to be paid at the *end* of each quarter had, in itself, been crucial to survival.) The AAU was unwilling to carry SCUP on a permanent basis and the Canadian address, although not hurting SCUP, was probably not helping. Holmes, reporting to a Board committee chaired by Joe Gubasta, set off on the search for a new office.

He was also seeking new presidents and new annual meeting locations. The worsening financial picture for higher education institutions was already putting extra pressure on travel costs inflated by oil increases. SCUP had not had a "guaranteed" site on its list since Washington and the next three—Quebec City, Buffalo and possibly New Orleans—were not likely to be major draws. (New Orleans in *winter* is, but SCUP's insistence on meeting in late June, July or August reduces the appeal of many conference cities.) The Society's reliance on annual conference income had been met only by heroic efforts of local organizers, especially since the crash of '76, when secretariat support had almost vanished.

The secretariat search took Holmes and car from Toronto to Tallahassee, from Kansas City to Columbus. A site visit was made

to each of the short-listed candidates, with Freeman making final visits to two. The decision was to come home—back to Ann Arbor—and the Board named Joanne E. MacRae as the new staff director. MacRae, with academic and professional background in teacher education, had worked for ten years at the University of Michigan's Center for the Study of Higher Education. As the administrative assistant to both Joseph Cosand and Marvin W. Peterson, she was familiar with both higher education associations and management. These two functions were to prove invaluable.

On July 1, 1980, Anne Marie MacKinnon and Brenda (Tutty) Wheelhouse waved the secretariat goodbye. There was $5,000 in the SCUP bank account; after several exhausting years SCUP finally saw black.

CHAPTER FIVE

Return and Renewal, 1980-84

The *new* Ann Arbor Years. Aims for the Eighties. Building the bank balance. Finding, and keeping, members. Mission and Activities review.

The return to Ann Arbor was a sensible move, apart from the appeals of atavism. Peterson had promised to keep a friendly but "arm's-length eye" on the operation from his higher education office around the corner and Fred Mayer, "our man in Michigan," had taken over his old position as editor of *Planning* in the previous year. Peterson, too, had retained his publications role for SCUP. But the arrangement negotiated in the summer of 1980, was with MacRae herself, not with the University as such.

The final negotiation might never have taken place, due to an unfortunate misunderstanding at the Detroit border crossing. Holmes, driving his wife Diane, outgoing director MacKinnon and incoming president Robert Cleary, was asked his country of origin by a lounging guard with a southern accent. Holmes, whose voice has chameleon instincts, said "Yorkshire" with an equally southern accent. The guard's accent grew southerner as he asked where the quartet was going. Holmes' accent followed. After four questions, and despite Diane's elbow playing "Oh say can you shut up" on Holmes right ribcage, the two were somewhere in the Gulf of Mex-

ico and the guard's hand was on his gun. "Y'all got any identification?" he asked, his voice purple with suppressed rage. "He wants to see all your identification," Holmes translated. His wife's elbow cut off his breath for a week and he just managed to draw his wallet before the guard drew his gun. Luckily, the first document was Holmes' Canadian government pass with the high-ranking blue background. "Why didn't you say so?" the guard asked and Holmes gave him only a thin, choking smile in response.

Cleary, having barely survived Holmes' driving to this point, silently vowed that things would change when he took over as president. To guide him he had the report of the program committee, delivered to the Board January 2, 1980 by himself as committee chair. He would have the pleasure of implementing his own recommendations. They covered the program waterfront: themes for future annual conferences; regional meetings, organization and format; professional organizations as potential cosponsors of programs; and higher education community. There were suggestions for action in each area. The committee, in conclusion had asked, and answered, two questions:

> What does SCUP *do* in 1980 in order to improve its visibility and its services to its members and to the higher education community?
>
> What are the major *themes* upon which SCUP should focus as it attempts to respond to the question above?
>
> The response to question #2 is less certain, but it can be summarized as follows: First, SCUP should continue to emphasize the development of a model or models for the planning process. Along these lines, a reinstitution of the old Princeton workshop is certainly worth considering. Second, SCUP should continue to develop ideas and programs on such aspects of substantive planning as planning for quality (or change, or renewal) management and planning, and dealing with the unpredictable in higher education. Third, as human and financial resources increase, the Society should develop programs for such specialized constituencies as

planners in the health sciences, libraries, coordinating boards, and the like. The Committee believes, however, that either a "process" activity or a generalized theme from category two above should be developed for every item of the third category sponsored by the Society. In this way the process of planning and its management is likely to retain its emphasis as the focus of the Society's endeavors.

Cleary took over during Quebec City's SCUP-15, bringing calm and academic respectability to the Society after the turbulent years. Holmes sang his bilingual swan-song and was rewarded with an Inuit seal (in soapstone). He also took the opportunity to mark Jack Telfer's exit from the Board, after uninterrupted service at the highest levels over the previous two decades. "The names Telfer and SCUP are synonymous," Holmes told the closing luncheon audience. A huge bouquet was included in the tribute to Ginnie Telfer, seated with Jack at the head table while their sons watched the ceremony.

Pierre DeCelles, and René Roy of l'Université du Québec, aided and abetted by excellent weather and traditional Quebec hospitality, wooed away earlier American fears about civil strife and forced bilingual sessions, making amends for the reception of Montgomery 200 years earlier. The Chateau Frontenac rang with U.S. accents; MacKinnon and Wheelhouse took their bows; the conference made a handsome profit, with attendance breaking 400 for the first time since Washington, D.C.; and Holmes vanished in a cloud of reflected glory. His tribute to the organizers appeared as his final contribution to *News from SCUP*.

A Pierre DeCelles et les SCUPquinzien(ne)s
Quelle Conférence!

Superbe
Chaleureuse
Unique
Passionnante

Volcanique
Organisée
Universelle
Sensationnelle

Révolutionnaire
Eblouisante
Magnifique
Efficace
Remarquable
Clairvoyante
Internationale
Extraordinaire

Transcendante
Orchestrée
Ultrasonique
Succès fou

et Toutes!

The only person not happy was Donald L. Skeahan, saddled by former treasurer Engebretson with stepping into the annual conference breach with the offer of Omaha as a site. He was smiling broadly, though, a year later, when SCUP-16 made a huge profit, despite an attendance limited by thoughts of midsummer heat in Nebraska. The fact that SCUP was now a winner was celebrated by the running of a 6 "SCUP Plate," at the Aksarben racecourse and the appearance of the executive in the winner's circle. The only nonwinner was the immediate past-president, who backed two horses which he knew were a heaven-sent injunction to get his SCUP money back. Jetting Jeff, at 80-1, and Back Holme, at 99-1, may still be running. Holmes' two teenage sons, Ian and Thane, walked 70 blocks at night from Peony Park, where they had fled to escape the heat, to the hotel which had closed the swimming pool for repairs during the 104-degree weather. It would be ready in January.

Cleary handed over an orderly operation to Raymond Haas, whose SCUP experience began in Washington, D.C. with a technician spilling all his slides just before his talk! The omens were better

on this occasion, although the challenge of finding an extra $20,000 to cover the cost of a full-time secretariat meant that finance was once again an item to keep SCUP presidents awake.

Haas put emphasis on relations with sister higher educations, but didn't want to go all the way. "In our consideration of a merger with the AIR, we met with their committee just long enough for us both to decide that wasn't what we wanted to do. We have far less in the way of shared experience across our membership, whereas maybe 70 percent of AIR members could move into each other's offices."

A similar situation existed in other specific professional higher education groups and Haas saw great benefits to joint activities. "We had overcome the ill repute acquired during the 70's. Now we had to find ways of working with other associations to fulfill our mandate for integrated planning. The first wave had been the establishment of SCUP workshops; the second was to sponsor joint workshops with other associations." (See Vignette 3.)

Haas had been a key presenter at SCUP events over several years, including service on Orin Cornett's Princeton faculty. He had led the SCUP new planners' workshops at the annual conferences since 1978. He even "celebrated" a birthday at an Ottawa workshop, during the Canadian capital's coldest February 13 on record. The thrust of his own presentations had been "the need to get other university officers to support planning. The planning office itself could only act as a facilitator."

The step from understanding of planning to acceptance of the need for integration was a big one...as Phil Williams noted: "It's hard to run planning up a flagpole and it's hard to get emotional about integration." For Haas, the practical answer was the joint workshop, with the president or an officer of SCUP greeting participants, the SCUP banner flying, literature handed out, and a follow-up letter to participants. "It's a manifestation of the theory of integration." Such activity would also move SCUP to a higher plane. "Programming had been habitually geared to the rudiments. There was no leadership aspect, no vision." By delivering programs of

substance through other groups, SCUP could show leadership without threatening its partners.

Analysis of membership changes between 1978 and 1983 suggests that integration is gaining acceptance and that SCUP members come increasingly from senior administrative levels. The President or CEO category slipped slightly to 7 percent of the membership but the Vice President/Provost group doubled in numbers and rose from 15 percent to 25 percent.

"The integrated four tracks is now accepted," Williams comments. "Maybe we haven't integrated the different groups of members: consultants; public (5-year plan mandatory); private; statewide; and entrepreneural. The public and private question is a big one; there probably is more resemblance between Stanford and a private college in north Pennsylvania than between Stanford and UCLA."

Haas reported at the 1982 annual meeting in Buffalo that SCUP would present major professional development programs in eight of its nine regions during the year and that SCUP sessions on integrated planning had been offered to five national organizations for their annual meetings. The financial picture was the rosiest in SCUP's history, with a closing balance of $22,600, and an unbudgeted reserve of $11,000 and a budget of $95,000. Membership had increased three percent; a major investment had been made in the international arena; and *Planning* had an Editorial Review Board and a new format.

Incoming president Jack Freeman outlined six areas of concentration:

1. Define the unique mission of the Society, review goals to emphasize its integrated character, and review the publications to stress this distinct role.
2. Improve the scope and qualilty of service, e.g., annual meetings, publications, cooperative programs; add services; and identify other interests, by means of a ballot.
3. Strengthen the Board and the Central Office.
4. Improve SCUP's marketing strategies.

5. Improve fiscal strength, through possible increase in membership fees, an increase in annual conference attendance, and careful management of funds.
6. Increase the emphasis on SCUP's regional structure.

Key to these developments was the performance of a full-time secretariat, with Joanne MacRae and secretary Constance Taylor now well-established. Relations with the University of Michigan were good and the Society was able to take advantage of education graduate student assistance. Major work had been done in 1981-82 to get the annual conference site selection back on the rails, through a survey of sites and visits to key conference hotels. The role of regional reps had been clarified and the Central Office was providing stronger support.

1982-83 saw successful presentations at the national conferences of AAC (Association of American Colleges), ACE (American Council on Education) and AIR. Regional meetings were held in the West, Great Lakes, Mountain and North Atlantic regions. And "integration" was the key word in workshop and other event titles. On the international front, major proposals were made to Kellogg Foundation and Exxon Education Foundation.

But expectations of another leap forward were dashed by a major revenue shortfall. Membership failed to grow and the New Orleans annual conference only just broke even—against a budgeted surplus of $20,000. SCUP began 1983-84 in a renewed state of financial siege.

It was a frustrating period for the Central Office. MacRae had a new job description and a title changed from Staff Director to Executive Secretary. The office had produced major reports on membership and conferences and financing. Regional workshop and annual conference planning manuals had been prepared. "We have geared up," MacRae reported to the 1983 annual meeting.

It looked like a case of "all geared up with nowhere to go." An added disappointment was the failure of the international initiatives, at a time when foreign interest in SCUP seemed to be growing

rapidly. The foundations declined to support the proposed expansion and SCUP itself had no funds to spare.

The Society's tenth president, Clinton N. Hewitt, must have thought himself back biting bullets in Seattle but he came into office with two objectives: reassess the mission and activities of the Society; communicate to the higher education community the important role that SCUP plays and can play in higher education planning.

Hewitt appointed Marilyn McCoy to lead the Task Force to Reassess the Mission and Activities of the Society and asked Southeast regional representative John W. Moore to spearhead a major attempt to get membership moving upwards again. On the annual conference side, it was agreed to appoint a national conference chair for each meeting, beginning with SCUP-19. Co-sponsorship of seminars continued, especially with the AIR and with a new partner, the Urban Land Institute ("Research Parks: The University/Real Estate Connection," in Palo Alto, California).

The Interassociational Relations Committee was wound up, however. Haas thought this a backward step but his main concern with SCUP's future is still "the absence of an active program committee. The program is the key."

For Hewitt, faced with a certain deficit, the year had its own frustrations. He had seen SCUP miss the leadership boat in the 70's, at the time of handicapped access legislation, energy retrofitting and other challenges. "And we've *never* testified in Congress." Would SCUP's faltering finances again hamstring the Society as it considered the questions of new technology, computer planning, a $40 billion facilities refit, academic planning and integration planning? Or would SCUP show "Leadership: Taking Charge of Change?"

The Boston conference gave a day-dream answer. Attendance was near 400 for the first time in four years. And although fiscal 83-84 showed a deficit of $14,000, the Board budgeted a $12,000 surplus for 1984-85, even before the astonishing news of a Boston surplus of $41,000. Annual conferences were confirmed for three "sure-success" sites: Chicago, 1985; San Diego, 1986; and Washington, 1987.

Incoming president O. Robert Simha, who chaired SCUP-19, will have the reward of money to spend to fuel SCUP's surge forward. To guide him, he has the McCoy report, a succinct, tough look at the Society's performance and potential. The Task Force endorses the four-track approach: academic; financial; facilities; and administrative and institution-wide integrated planning. And it calls for marketing of SCUP as an organization interested in planning as a function rather than as an organization of planners. The new Mission and Image Statement, approved in Boston is a strong one:

> The Society for College and University Planning is an association with a membership of individuals, higher educational institutions, related agencies, organizations and corporations who share an interest in planning in higher education. The Society is dedicated to the development of planning to improve the quality and effectiveness of higher education institutions and agencies and to strengthen the planning capabilities of administration, faculty, and others who have significant planning responsibility. It provides a forum and promotes activities in which those involved in planning can: advance the state-of-the art in planning; improve their own and their institution's or organization's understanding and application of the tools, techniques, processes and strategies of planning; exchange information and ideas; advance the professional development of the membership; and widen the base of support for planning in higher education.
>
> As such, SCUP through its programs and services is dedicated to the following objectives.
> - innovation in the content and processes of planning
> - improved management in higher education
> - networking
> - professional development
> - development of wider support for planning in higher education.

McCoy admits that there is a certain level of politeness in the report but its message is clear: "SCUP has not lived up to its potential to deliver to its members. It must capitalize on its position."

The message is driven home, paragraph after paragraph: "The first priority for improvement;" "an ongoing plan for activities in these areas is needed;" "needs to be improved;" "greater efforts are needed." "The Society," McCoy summarizes, "doesn't function like a well-oiled machine."

McCoy won't get an argument from Simha, himself a member of the Task Force, who shares the "missed boat" frustrations of past presidents and the Central Office. "We should have been able to meet the research and educational needs during the explosion of facilities building. We were formed after the stable door was built. NCHEMS/WICHE were forced into the planning arena and such efforts as the AACRAO/WICHE guide. We've been playing catch-up for 20 years, with some severe breaks in continuity. SCUP has been the forum, not the leader."

The needs for leadership were addressed by David Saxon in the SCUP-19 keynote address. He identified four major changes upon us: changing student numbers...totals, age, and type; a superannuated faculty; superannuated buildings; and programmatic change. And he called for Planning for Stability.

Saxon reminded SCUP members: "We are at a hinge of history: 1968 is as far away as 2,000." And he challenged the Society with a quote from Pogo:

"We are surrounded by insurmountable opportunities."

SCUP???

A Partly Personal Post-Script

The hardest part of this history to write was that of the most recent five years. After five years of hesitation on the plain, and 15 years of spectacular ups and downs, SCUP seems to have spent five years on a plateau of prudence.

The Society, of course, needed to re-establish itself; and the returning confidence was severely shaken by the seismic shock of the Fiscal 1983 deficit. But the problem with plateaus is you can't see very far from them and SCUP has spent too much time looking back. This publication puts our history behind us, which is where it belongs. Now that the marathon runner has brought the news of the great financial victory at Boston, it is surely time to break camp and risk another hard climb—to a place of vision.

Jeffrey Holmes

FOOTNOTES

1. My "Four Fathers" of SCUP are Wagner, K. C. Parsons, J. D. Telfer and H. L. Goyette. Several others played outstanding roles in the pre- and early history but these four, in my own and other judgments, were the biological wizards in the conception, birth and weaning of SCUP.
2. Research has failed to reveal any contender.
3. Author's note: I use the title "vignette" with a low bow towards Orin Cornett, whose own vignettes were a feature of the Princeton Planning Institute he successfully organized. These inner appendices summarize key areas of activity of the Society mentioned throughout the text. The vignettes are taken from reports prepared for the Society's Board and I happily acknowledge the authors.
4. The technology series was not completed when the SCUP crash came and publication of the final articles was badly delayed. The arrangement, with its advance payment, was one of the elements which obscured SCUP's true financial picture in the mid-70's.
5. It is noteworthy that Jean-Paul Jones was off the Yorkshire coast when he announced: "Surrender! I have not yet begun to fight."
6. The words of David Saxon eight years later at SCUP-19 are interesting: "We believe what we want to believe. If the conclusions are what we want to hear, we don't examine them too critically. If they're not, we become quite critical."
7. The truth is that Holmes enjoyed long-distance dashing about. The car—a womb with a view—was a place to hide from pressure, to think, and to rehearse impromptu speeches and appeals for help. One Bible-belt-broadcasts-stimulated Sunday, he did 950 miles from Roanoke to Fort Lauderdale and lived to tell the tale, and tell it, and tell it, and. . . .

VIGNETTE 1.

PUBLICATIONS

The Society's formal publications program was initiated with the *Quarterly* which was published from May 1967 through January 1970 with J. H. Littlefield from the University of Massachusetts, Amherst serving as editor. The *Quarterly* was described as a newsletter with each issue featuring a particular theme of interest to the Society's membership.

This publication was subsequently expanded into a more formal publication entitled the *Journal* described as the medium for exchange of knowledge in the field of campus planning. The *Journal* also was news-oriented conveying new developments and innovations in the field. Under the editorship of James J. Morrisseau, the *Journal* was published from August 1970 through April 1972.

The *Journal* subsequently was retitled *News* from SCUP (Vol. 3, No. 2, August 1972) and issued with *Planning for Higher Education* (Vol. 1, August 1972), the latter described as a publication devoted to professional and technical articles on planning and published in cooperation with Educational Facilities Labortory (EFL). James J. Morrisseau continued as editor.

In December 1972, the Board of Directors appointed a publications advisory committee which was charged to review the scope of SCUP's publications and recommend policies for future publications

efforts. This committee was chaired by Marvin W. Peterson (professor of higher education at the University of Michigan). Lawrence F. Kramer, employed through the Society's national office and under the direction of H. Gilbert Nichol, was named publications editor.

The committee recommended the establishment of an Editorial Board made up of national figures in higher education to provide input to the journal's editorial content and direction and to advise the editor and Board of Directors on format, style, and general editorial policy. The Editorial Board would not be concerned with management of the publication or its financial role within the Society. Invitations to serve on, and establishment of, the board took place during 1974-75. EFL support for *Planning for Higher Education* (PHE) was discontinued effective December 31, 1975. EFL's mail list was supplied as the basis for a subscription campaign to the journal thus making *PHE* and *News* available only to members and subscribers. The subscription rate was established as $15. Continuity for EFL was provided by Alan C. Green's appointment to the Editorial Board.

The format of *PHE* was a 3-hole punched 8 1/2″ × 11″ looseleaf for insertion in a binder. *News* from SCUP was printed on heavier weight, colored paper and served as the "cover." The publication schedule was bi-monthly or six issues per year. This format was continued through Volume 7 (1978-79) but subsequently changed to a quarterly publication schedule (1979-80) which continues to the present.

The Editorial Board was officially appointed in 1976 at SCUP-11 in Washington, D.C. The Publications Advisory Committee (PAC) continued and exists today as the policy making, management review function for the Society's publications as well as for the development of new publications efforts.

During the period 1976 through 1980, the editorial responsibilities for *PHE* and *News* followed a checkered path which coincided with that of the near-financial disaster for the Society. A summary of publications leadership follows:

1976-77	Daniel Brennan, executive director (part-time basis) and Judyth S. Sibalis, consulting editor
1977-79	Jeffrey Holmes, executive director and editor
1979	Frederick W. Mayer, editor of *Planning for Higher Education*

With the Central Office reestablished at the University of Michigan in 1980, Joanne E. MacRae assumed the responsibilities of publications management and the editorship of *News* from SCUP. Frederick W. Mayer continued as editor of *PHE*. During 1980-81 the PAC was charged with a review of *PHE* which resulted in a recommendation for a format change, using a self-mailer for the journal with *News* bound in the center, and implementing a photo cover containing appropriate information about the Society's publications program. PAC also recommended the disbandment of the moribund Editorial Board and the establishment of an Editorial Review Board (ERB). The ERB would consist of fifteen to eighteen members who would serve as reviewers of manuscripts and advisory to the editor of *PHE* (subsequently changed to editor-in-chief) on content and style for the journal. The ERB was appointed in 1982 and has become active in its advisory/review role.

The current policy and procedures for manuscript selection and the format change has elevated the Society's journal among its peers in higher education publishing.

—Joanne E. MacRae

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VIGNETTE 2.

Annual Institute on Coordinating the Planning Process 1975-76-77

One of the more ambitious projects undertaken by the Society was the sponsorship of the Institute on Coordinating the Planning Process, held at Princeton University June 22-27, 1975, and repeated in response to demand in 1976 and 1977. For many years, planning in higher education had been addressed to the separate aspects of planning activity; academic, financial and physical; with little attention to the process through which these activities are integrated. In response to this situation, the Executive Director of the Society proposed an institute addressed to comprehensive planning. The Society approved, contingent upon a practical plan for funding, and also approved of the selection of Dr. R. Orin Cornett, vice president for planning and public service at Gallaudet College, as director of the Institute.

The Society was successful in getting a grant from the Exxon Education Foundation for the planning phase of the Institute. The stated purpose of the Institute was "to equip the chief administrator (or other top level administrator) of a college or university with the necessary background to 'orchestrate' the planning process at his

institution. More specifically, the purpose was to provide an integrated, self-contained presentation on institutional planning covering all essential features of the planning process, in sufficient detail to enable the chief administrator to:

1. know what to expect of the planning process
2. be able to provide the direction required for planning
3. recognize and evaluate qualifications and potentials of persons to whom to delegate planning responsibility
4. arrange for needed orientation and training of planning personnel in his or her institution
5. bring about appropriate adjustment and balance of the three basic components of program planning, budgeting and evaluation, with or without a formal PPBES format."

Thirteen of the most prominent individuals involved in planning in higher education participated with Dr. Cornett in the major planning conference held January 9-11, 1975, in which they reacted to and suggested revisions to his original draft of plans. They, with four other individuals, constituted the faculty of the first Institute, held at Princeton University, June 22-27, 1975.

The first Institute was announced to the higher education community in late March, 1975, and the forty available places for participants were filled promptly. Selection from among the applicants was carried out in such a way as to provide a good mix of institutions represented, large and small, public and private. Participants were polled in advance regarding their major concerns and the results used in adjustments to the program.

The Second Annual Institute on Coordinating the Planning Process was held June 13-18, 1976, again at Princeton University. The program was modified to focus more clearly on the responsibilities of the person with line responsibility for planning, including more of the "practical" aspects of planning.

The second annual Institute was planned for fifty-four participants, and that many were selected. In addition, through the Exxon

Education Foundation, six full tuition and expense fellowships were awarded to graduate students, from thirty applicants.

The announcement of the third annual Institute to the higher education community was delayed by resignations in the secretariat and the subsequent decision to move the offices to Halifax, Nova Scotia. Thus, only twenty persons participated in the third Institute. The evaluations reflected the advantages of having a small group, averaging 1.73 for presentations and 1.81 for content, compared with 2.07 and 2.27, respectively, for the first Institute, and 2.03 and 2.03, respectively, for the second. None of the individual ratings was as low as 2.5 a neutral rating (scale 1 to 4).

A fourth annual Institute was planned for 1978, but was cancelled when it became apparent that registrations would fail to reach a break-even point as regards costs. This failure was interpreted by the officers of the Society as evidence that the Institute had served its purpose, that a majority of institutions wanting such orientation for chief executives and senior administrators had been able to secure it. Since the first Institute the amount of literature on coordinated higher-education planning and management had increased greatly and other higher-education planning and management had increased greatly and other higher-education organizations, particularly state and church-related, had begun to sponsor activities with similar goals.

—R. Orin Cornett

VIGNETTE 3.

Cooperative Activities With Other Higher Education Associations

The Society began its affiliation with the organization of the Interassociation Management Related Group (IMRG) in 1978. IMRG is a representative group of management-related professional associations in higher education such as NACUBO, AACRAO, APPA, SCUP, etc. Meetings are held twice a year and focus upon federal regulations affecting higher education associations and the sharing of ideas for improving association management. The association president and executive officer are named as association representatives. The Society has generally had its representative in attendance at IMRG's Washington, D.C. meeting: 1970 - R. Cleary; 1980 - W. Agee; 1981 - W. Agee; 1982 - R. Haas and J. MacRae; 1983 - C. Hewitt and J. MacRae; and 1984 - O. R. Simha and J. MacRae.

The initiation of the Society's Interassociational Relations Committee in 1980 emphasized our commitment for cooperative relations with other associations. This committee was made a standing committee of the Society in 1982. Our commitment was demonstrated by a visit to Washington, D.C. in the spring of 1982 at which

time Society representatives met with colleagues of the American Council on Education, Association of American Colleges, American Association for Higher Education, Association of Governing Boards, and American Association of University Administrators. The purpose of our visit was announced as an opportunity for the Society to assist in informing other college and university administrators of our educational mission—the integration of planning and its importance to the institution—in order that our members could do their jobs better. The response of these organizations to our invitation of cooperative efforts is outlined in the section of this report on workshops and institutes.

A second visit to Washington, D.C. was made by Society representatives in 1983 adding the National Association of College and University Business Officers and National Association of State Universities and Land Grant Colleges to the itinerary. Invitations from these organizations to continue seminars at annual conferences, to initiate programs, and to develop new networks for informing their constituencies of the importance of planning are most heartening. The Interassociational Relations Committee intends to continue this type of effort and to build upon these networks.

In addition to the Society's ongoing efforts, we received an invitation to be represented on the NCHEMS National Advisory Council. A meeting of the Council was held in July 1983 with Raymond M. Haas serving as the Society's representative thus providing another opportunity for SCUP to increase its visibility on the national higher education scene.

Other cooperative efforts include a panel presentation at the annual meeting of the Association for Institutional Research; breakfast meetings hosted by the Society at SCUP-17 and SCUP-18 for higher education association representatives; and information exchange among the liaison associations.

—Raymond M. Haas

APPENDIX I

Charter Members

This list includes persons with membership of record on 1 December 1966. Each entry includes the name and location of the member as of the above date.

ADAMS, Joseph J.
Univ of Oregon Medical School

ARNOTT, Gordon R.
Izumi, Arnott & Sugiyama

ATWOOD, Edwin E.
Champaign, IL

AUDRAIN, Calvert W.
Philadelphia, PA

BAIN, Robert M.
Chico, CA

BAIRD, Mitchell
Wilbur Smith & Assoc

BARRETT, Nestor
San Jose, CA

BECK, Martin L.
Princeton, NJ

BELL, Robert L.
Hare and Hare

BERGEN, Geo Thomas, SJ
Loyola University

BERGSMA, Ralph T.
Johnson, Johnson & Roy, Inc

BLACK, Kenneth C.
Kenneth C. Black Assoc, Inc

BLIER, Bernard B.
Scranton Redevelopment Authority

BLYE, Charles M.
Phillips, Swager & Assoc

BONNICK, John H.
Gordon S. Adamson & Assoc

BREWER, James E.
Cedar Falls, Iowa

BROOKS, Howell H.
Indiana University

BROTHERTON, F. Philip
The Perkins & Will Partnership (Architects)

BROWN, Paul B.
Harley, Ellington, Cowin, and Stirton, Inc

BRUBAKER, Charles W.
The Perkins & Will Partnership

BUDLONG, Merrill P., Jr.
New York State Univ Const Fund

BUMB, Oliver C.
Ball State University

BUNTING, Cyrus A.
Principia College

BURSIEK, Ralph C.
Univeristy of Cincinnati

BUSSE, William H.
Spencer, Lee & Busse

CAMPANALE, Eugene A.
Keene, MacRae Assoc, Inc

CAPLENAS, Algirdas
Kane County Planning Department

CARINGTON, Robert W.
Fridstein & Fitch Architects, Engineers

CECIL, Vance L., Jr.
Univ of Arkansas

CHAPMAN, John V.
U.P.A.C.E. Limited

CHRISTMAN, James E.
Johnson, Johnson & Roy, Inc

CHU, Morgan Y.
New York State Univ Const Fund

CLARK, J. Ingraham
Athens, Ohio

CLEEK, John E.
Oklahoma State Regents for Higher Education

COHEN, Harold L.
Institute for Behavioral Research

COLEMAN, Lawrence
University of Kentucky

COLLINS, T. Byron
Georgetown University

CONWAY, William T.
State University of New York

COOL, Vincent J.
Kansas State University

COUGHLIN, Leo J.
Canteen Corporation

CROWLEY, Gerard J.
Stanislaus State College

CULLIFORD, Stanley G.
Victoria University of Wellington

CUNNINGHAM, Thomas C.
Detroit, MI

CUTTING, Donald W.
Honolulu, Hawaii

DAVIS, Clifton B.
Univ of California-San Diego

DAWSON, A. Ross
York University

DAY, Fred A.
New Mexico State Univ

DEINES, Vernon P.
Kansas State University

DEININGER, George E.
Durrant-Deininger-Dommer-Kramer-Gordon

DeMONTE, Louis A.
University of California

DEVLIN, James J., SJ
Boston College

DIMITRY, John R.
Macomb County Community College

DIXON, Paul E.
University of Illinois

DOBER, Richard P.
Dober, Walquist and Harris, Inc

DODGE, Gilbert A.
Wayne State University

DRIKER, Jacob
Development Planning Co

DuBOSE, Robert L.
Georgetown University

DUNN, Edward W. Y., Jr.
Yale University

EDELMAN, Seth
Temple Univ - Philadelphia

EDEN, James E.
Univ of Rochester

EDMONDSON, Fred W., Jr.
Cornell University

ELLERBE, Thos. F.
Ellerbe Architects

ELWOOD, David B.
Albert C. Martin & Assoc

EMERSON, Everett S.
Emerson and Company

ENGELEN, Rodney E.
Barton-Aschman Assoc, Inc

ENSIGN, William L.
McLeod, Ferrara & Ensign

FARIS, Thomas B.
Univ of South Carolina

FAVERMAN, Gerald A.
East Lansing, MI

FERENDINO, Andrew J.
Pancoast, Ferendino, Grafton & Skeels

FERRY, Donald E.
Ferry & Henderson Architects

FINLAY, Louis E.
Caudill Rowlett Scott

FISHER, Jacob
Loyola College

FISHER, William G.
Univ of Pittsburgh

FITCH, Marvin
Fridstein & Fitch

FITZGERALD, John
State Univ of New York

FJARE, Paul S.
Brauer & Assoc, Inc

FONOROFF, Allen
University Circle Development Foundation

FOREMAN, Roland M.
Newport Beach, CA

FOWERBAUGH, F. Raymond, Father
The Catholic University of America

FRAATZ, Vincent H.
Univ of Notre Dame

FRIEDMAN, Sy
The Univ of Chicago

GAEDE, Robert C.
Visnapuu & Gaede

GARDNER, Carl L.
Chicago, IL

GARDNER, James R.
Texas A & M University

GEIGER, Alan H.
Univ of North Carolina

GOODIN, Robert H.
Warren & Goodin, Inc

GOODWIN, John
Wayne State Univeristy

GORWIC, Norbert H.
Wayne State University

GOULD, William A.
William A. Gould & Assoc

GOYETTE, Harold L.
Harvard University

GRAEBER, David C.
Brooks, Barr, Graeber and White, Architects

GRAF, Robert G.
Tallahassee, FL

GRANT, William A.
Oahu Development Conf

GRAUEL, George E.
John Carroll University

GRAVES, Hall H.
Northeastern Univ

GRAZIANI, Lyn E.
Eberle M. Smith Assoc, Inc

GREER, William N.
Shore & Moffat & Partners

GREGG, Glenn H.
Lewis & Clark College

GROBSMITH, Michael S.
Western Reserve Univ

GROSS, John L.
Bethesda, MD

GROSVENOR, John
Delmar, NY

GROVES, Harry E.
Central State University

HABEGGER, William L.
Taylor University

HANNAFIN, Arthur A.
John H. Welsh Assocs, Inc

HARRIS, Albie
State Univ of New York

HATCHER, James A.
Associated Planners, Inc

HAYES, Herman R.
The Univ of Calgary

HEDLUND, Donol F.
Seattle University

HELFER, Sebastian J.
Marquette University

HENRICKSON, Merle E.
Detroit Board of Education

HENSHAW, Harry A.
William A. Gould & Assoc

HERRICK, John H.
Ohio State University

HETHERSTON, John C.
University of Pennsylvania

HEWITT, Carter E.
Hewitt & Bastian Architects

HICKEY, Frederick C.
Providence College

HIGGINS, E. Eugene
Lord Fairfax Estates

HILL, C. Harrison, Jr.
Milltown NJ

HILL, Clyde B.
Univ of South Florida

HIPPE, H. Eugene
City of Winona, Minnesota

HOGAN, Joseph M.
Ann Arbor, MI

HORSEY, William H.
University of Maryland

HOSKEN, Franziska Porges
Lexington, MA

HOWES, Robert G., Father
The Catholic Univ of America

HU, Wayne
INE Corporation

HUDSON, William E.
University of Georgia

HULL, James H.
Georgetown University

HUME, George F.
Evan H. Walker, Architect

HUNDERUP, J. I.
Oregon State Board of Higher Education

HUTCHINSON, George A.
The Perkins & Will Partnership

HYDE, John W.
Ann Arbor, MI

JENIKE, William F.
Univ of Cincinnati

JENSEN, Bruce H.
University of Utah

JENSEN, William L.
Louisiana State Univ

JOBUSCH, Wallace E.
Purdue University

JOHNSON, Carl D.
Johnson, Johnson & Roy, Inc.

JOHNSON, William J.
Johnson, Johnson & Roy, Inc.

JONES, Forrest E.
C T A Architects Engineers Planners

JONES, Jack R.
Ramey & Jones, Architects

JOROFF, Michael L.
Nash-Vigier, Inc.

JUSTER, Howard H.
The Perkins & Will Partnership

KANE, Campbell G.
Beine, Hall, Curran & Kane, Inc.

KAPLE, Art
Ruble Miller Assoc

KARAS, George
Oakland University

KASE, Steven G.
Continental Planners, Ltd

KASTEN, Carl A.
Drake University

KINOSHITA, Gene
Moffat and Moffat

KNIGHT, Jerry
Citizens Planning Council

KNOX, Naphtali H.
Univ of Chicago

KOSKI, Robert W.
Univ of Washington

KOWALSKI, William J.
Western Michigan Univ

KRASNOFF, Howard O.
Temple University

KUMP, Ernest J.
Ernest J. Kump Associates

KURZ, Theodore E.
Glen Paulsen & Assoc, Inc

KUSHNER, John M., Jr.
Wakely Kushner Assoc, Inc

LAUTNER, Harold W.
Michigan State University

LAZZARO, Anthony D.
University of Southern California

LEON, Bruno
University of Detroit

LITTLEFIELD, H. J., Jr.
University of Massachusetts

LOEWENSTEIN, Edward
Loewenstein-Atkinson, Architects

LOHRENTZ, Harold C.
Foster City, CA

LOOPER, Joseph H.
Howard, Needles, Tammen and Bergendoff

LOTTI, Tom
Planning and Campus Development

LUDWIG, Merritt C.
University of Iowa

LURCOTT, Robert H.
Cornell University

LYNCH, Joseph B.
Latham, NY

McCOMB, Thomas M., Jr.
Investment Mortgage Co

McCOY, William J.
The Perkins & Will Partnership

McKEVITT, John G.
University of Michigan

MacCLINCHIE, Robert C.
Olivet College

MacDONALD, Roderick I.
Eggleston MacDonald and Secomb

MacGREGOR, Ian R.
The Univ of Akron

MacLEAN, Douglas G.
University of Houston

MAHL, L. Kenneth
Ellerbe Architects

MAHLUM, Edward K.
Edward Mahlum AIA & Associates

MANCL, Arthur E.
University of Wisconsin

MARIANI, Theodore F.
Mariani & Associates

MASON, Thomas R.
University of Rochester

MATHIASEN, Glenn L.
Clinton, NY

MATTHEW, Malcolm R.
Marshall Macklin Monaghan, Ltd

MATZKE, Frank J.
New York State Univ Const Fund

MAYER, Frederick W.
University of Michigan

MAYFIELD, Henry D., Jr.
Waco, Texas

MEARES, James M.
Beverly Hills, CA

MELTZER, Jack
University of Chicago

MERTZ, Francis J.
Saint Peter's College

METZGER, Charles E.
Temple University

MEYER, Maynard W.
Maynard W. Meyer & Assoc

MIDDLEBROOK, Robert B.
Rutgers University

MILLER, Charles L.
Massachusetts Institute of Technology

MILLER, John D.
The Pennsylvania State University

MOENKHAUS, Arthur E.
Northwestern Mich College

MORAN, John P.
Princeton University

MORISSEAU, James J.
Educational Facilities Laboratories

MORSE, Henry F.
University of Tennessee

MURPHY, A. Whitney
The Perkins & Will Partnership

MURPHY, William D.
St. Procopius College

MYLLENBECK, Wesley L.
Portland OR

NETSCH, Walter A.
Skidmore, Owings & Merrill

NICKELL, Thomas P., Jr.
Univ of Southern California

NIELSEN, Carl E.
Crane & Gorwic, Inc

NIXON, Archie M.
University of Manitoba

OBLINGER, Warren J.
Oblinger & Smith, Planners

O'CARROLL, John P., Jr.
Duquesne University

O'DONNELL, Lawrence J.
Lake Forest College

OLSON, Roy J. E.
Ellerbe Architects

OLSONOSKI, Norma A.
Univ of Washington

O'NEILL, Jos. William
Nolen-Swinburne & Assoc

OSMOND, Robert S.
Shaver and Company

PARKIN, John C.
John B. Parkin Assoc

PARSONS, Kermit C.
Cornell University

PATTON, George E.
George Patton Landscape Architect

PAUMIER, Cyril B., Jr.
Johnson, Johnson & Roy, Inc

PAVLIS, Donald W.
Specialized Area Consultants

PERLMAN, Daniel H.
Roosevelt University

PERRY, GILBERT T.
Univ of South Carolina

PETERSON, Richard A.
University of California

PETTERSEN, Eleanore K.
Eleanore Pettersen, AIA

PHILLIPS, Forest A.
East Peoria, IL

PIERCE, Robert R.
Robert E. Alexander FAIA & Associates

PIERPONT, Robert
PMC Colleges

PIGOTT, Joseph D.
Case Institute of Tech

PIPHER, Wesley V.
The Perkins & Will Partnership

POOLMAN, Robert C.
California Institute of Technology

PUFFER, Claude E.
State Univ of New York at Buffalo

RAYMOND, George M.
Raymond & May Associates

REED, Bob H.
American Association of Junior Colleges

RICHARDSON, Ambrose M.
Richardson, Severns, Scheeler, Assoc, Inc

RIEDEL, Bernard E.
University of Alberta

ROBBINS, CLYDE D.
Georgia Institute of Technology

ROCKRISE, George T.
Rockrise and Watson

ROGERS, Kenneth R.
Weisenstein, Rogers and Hausmann, Inc

ROSCOE, Lewis S.
Cornell University

ROSSETTI, Louis A.
Giffels & Rossetti, Inc

ROUSH, Robert J.
Univ of Michigan - Flint

ROY, Clarence
Johnson, Johnson & Roy, Inc

RUPP, Marwood F.
DeLeuw, Cather & Company

RYER, David E.
Tulane University

ST. CYR, Joseph L.
St. Cyr Architect and Associates, Inc

SANDERS, M. Harry L., Jr.
Stanford University

SAVAGE, Robert E.
Savage & VerPloeg, Inc

SCHEELER, James A.
Richardson, Severns, Scheeler & Assoc, Inc

SCHMERTZ, Mildred F.
McGraw-Hill Publishing Company

SCHMIDT, Howard W.
Howard Schmidt & Assoc

SCHNEIDER, Kenneth R.
Hopewell, NJ

SCHOOLEY, John P., Jr.
Schooley Cornelius Schooley, Architects and Engineers

SCHWARTZ, Richard N.
Cleveland State University

SCURLOCK, Charles W.
Noordhoek-Scurlock, AIA Architects

SELIGMAN, Ralph B.
Mayo Lynch & Assoc, Inc

SEVERNS, John E.
Richardson, Severns, Scheeler & Assoc, Inc

SHARPTON, C. T.
University of Alabama

SHELBY, Lloyd W.
Vanderbilt University

SHERMAN, Douglas R.
Wayne State University

SHURCLIFF, Sidney N.
Shurcliff and Merrill

SIMHA, Ovadia Robert
Massachusetts Institute of Technology

SMITH, Donovan E.
University of California

SMITH, Herbert H.
Herbert H. Smith Assoc

SMITH, John K. L., Jr.
Drexel Institute of Technology

SMITH, Lawrence L.
L. Lattin Smith & Assoc

SMITH, W. A. Samuel
University of Alberta

SMITH, Whitney R.
Smith and Williams Architects

SNAITH, William T.
Raymond Loewy/Wm Snaith, Inc

SNOW, Verner N.
Albion College

SOUTHLAND, Ben H.
Victor Gruen Associates

SPECHT, Raymond E.
Wisconsin State University

STAGG, Richard T.
Stottler, Stagg, Meredith and Associates

STANSBURY, James C.
Michael Hough Associates Limited

STEELE, Wallace S.
Harold Spitznagel & Assoc

STEVENS, Elwin W.
Albany, NY

SUTER, John E.
Vanderbilt University

SWAGER, Eugene C.
Peoria, IL

SWANSON, Loren F.
Univ of North Dakota

TARAPATA, Peter
Tarapata-MacMahon Associates, Inc

TAUBIN, Harold
Philadelphia, PA

TAYLOR, Norman D.
Troy, NY

TELFER, Dean D.
Christ-Janer-Johansen, Assoc Architects

TELFER, John D.
University of Michigan

THOMAS, Alton C.
University of Kansas

THOMAS, Mel M.
Hough Manufacturing Corporation

TICHY, Rudolph J.
Gates Mills, OH

TROTTER, Gene E.
Edwardsville, IL

TUTTLE, Arthur N., Jr.
Univ of North Carolina

VAES, Jean-Francois
University of Louvain

VAJNA, George A.
University of California

VANDENBURGH, William G.
California State College at Hayward

VANDERMADE, Minor, Jr.
Ann Arbor, MI

VADE, Walter W.
Purdue University

WAGNER, Albert R.
University of California

WALEN, Robert V.
University of California

WALKER, Bruce M.
Walker & McGough, Archs

WALLACE, William R.
Coston-Frankfurt-Short

WEBSTER, Richard S.
Michigan Department of Education

WEISENBURGER, Ray B.
Kansas State University

WELKER, John A.
University of Missouri

WELZ, Robert H.
Eggers & Higgins, Archs

WERWATH, Karl O.
Milwaukee School of Engineering

WHEELWRIGHT, Michael C.
University of California

WHITCOMB, Henry L.
Ohio Board of Regents

WHITNEY, C. Mason
Washington State University

WIEGAND, Walter H.
Pennsylvania State University

WILKENS, Edward B.
Rutgers, The State University

WILLIAMS, Philip C.
Caudill Rowlett Scott

WILLIAMS, Roger H.
St. Louis University

WILSEY, H. Lawrence
Booz, Allen & Hamilton Inc

WILSON, Jeremy R.
Northwestern University

WINTER, Chester N.
University of Colorado

WITT, James D.
Bush & Witt, Architects Engineers

WONG, Yau C.
Y.C. Wong & Associates

WRONSKY, Edward Z., Jr.
Pratt Institute

WZACNY, Christopher Z.
Tarapata-MacMahon Associates, Inc

YOKIE, J. Albin
University of Wisconsin

ZARSE, Leigh B.
Zarse & Zarse, Inc, AIA

APPENDIX II

Publications 1978–1979

I. Principle Publications Recommended for 1978–79:
   A. *SCUP News*
   B. *Planning*
   C. *Directory of Membership*

II. Governance Structure for 1978–79
   A. Board Publications Committee:
      Jeff Holmes - President and Editor of *Planning*
      Jack Freeman - Treasurer
      Marvin W. Peterson - Board
      Others - As President shall appoint
   B. Responsibility: Planning and Managing Publications for Board
      1. Recommending Publications (new and continuing)
      2. Recommend selection of Publication's Editors
      3. Approval of Editorial Policy for each publication
      4. Approval of Editor's recommendations of any Editorial Board
      5. Recommend Subscription Policy
      6. Recommend contractual arrangements for preparing publications

III. *SCUP News*

A. Format and content unchanged

B. Responsibility of staff director

IV. *Directory of Membership: 1978–79 Members*

A. Recommend: Preparation, printing and distribution *Fall 1978*

B. Format and content unchanged

C. Responsibility of staff director—perhaps with contract with UCIS at University of Pittsburgh to edit and print from Society's membership list.

V. *Planning*

A. Continue format, content, number of issues (six/year) and subscription rates currently in force.

B. Recommend: Jeffrey Holmes continue as Editor for 1978–79.

C. Editor's Responsibilities

1. Serve as member of Board of Publication's Committee.
2. Recommend Editorial Board members and work with them in developing editorial policy and selection of manuscripts.
3. Recommend changes in editorial policy, publications guidelines, and other policy changes to Publication's Committee.
4. Encourage and receive manuscripts for consideration.
5. Oversee review and selection of manuscripts.
6. Communication with potential authors and paper submittees.
7. Coordinate with Program Chairman of National Conference regarding guidelines for "contributed" or "submitted" papers for next year's conference.
8. Supervise copy editing and relationship with printer (UCIS for 1978–1979).

D. Concerns for 1978-79
   1. Re-establish and stabilize *Planning's* regular editorial process and operation.
   2. Continue current Editorial Board for one year with their approval. (Jeff as President will send each a thank you note, a one-year reappointment request, and information on intent to utilize them more actively.)
   3. Identify "consulting editors" on basis of topic expertise (could be Editorial Board members or others) to recommend source of material and to act as reviewers if necessary.
   4. Explore continuation of joint SCUP-EFL cooperation in preparation and support of *Planning*.
   5. Appoint an "Associate Editor" to take on partial responsibilities and perhaps become editor later. (Responsibility of Publication's Committee with recommendations from as many sources as possible.)

E. Some Budgetary Recommendations:
   1. Enter contract with UCIS for printing and distribution of Planning for *1978-79*.
   2. Budget for "copy editing" for six issues of *Planning*.
   3. Budget for Editor's direct costs (phone, postage, stationery, etc.)—$500.00
   4. Treat Editor's travel to Board meetings on same basis as that for board members.

APPENDIX III

Annual Meeting Locations and Themes

1966—SCUP 1	Portland, Oregon Contrasting Concepts in Campus Planning
1967—SCUP 2	Ann Arbor, Michigan Campus Planning—67
1968—SCUP 3	Lexington, Kentucky The Changing Campus—People and Process
1969—SCUP 4	Houston, Texas Fourth Annual SCUP Conference
1970—SCUP 5	Amherst, Massachusetts Participation in Planning
1971—SCUP 6	San Francisco, California Focus: 1980
1972—SCUP 7	Atlanta, Georgia The Changing Environment in Higher Education
1973—SCUP 8	Toronto, Canada Planning is Communication
1974—SCUP 9	Denver, Colorado Statewide and Inter-Institutional Planning in Higher Education

1975 – SCUP 10	Minneapolis, Minnesota Planning for Higher Education – An Art or Science?
1976 – SCUP 11	Washington, D.C. Effective Use of Resources
1977 – SCUP 12	Seattle, Washington Creating Our Future
1978 – SCUP 13	Hollywood-by-the-Sea, Florida Frontiers of Planning
1979 – SCUP 14	Kansas City, Missouri Planning as if People Mattered
1980 – SCUP 15	Quebec City, Canada Through Competition to Cohesion: New Ways of Planning
1981 – SCUP 16	Omaha, Nebraska Better with Less: Improving Quality with Scarce Resources
1982 – SCUP 17	Buffalo, New York Building Bridges: The Road to Renewal for the 1980's
1983 – SCUP 18	New Orleans, Louisiana Managing Technology
1984 – SCUP 19	Boston, Massachusetts Leadership: Taking Charge of Change
1985 – SCUP 20	Chicago, Illinois SCUP 20/20: Focus on Planning
1986 – SCUP 21	San Diego, California
1987 – SCUP 22	Washington, D.C.

APPENDIX IV

Analysis of Membership for 1978 and 1983

		1978[a]		1983[b]	
		N	%	N	%
• By Geographic Location					
United States		1207	89.5	1322	87.9
Canada		90	6.7	120	8.0
Mexico		3	0.2	7	0.5
Asia				1	0.1
Eur-Asia (Middle East)		12	0.8	10	0.7
Africa		5	0.4	17	1.1
Australia		17	1.3	16	1.1
South America		7	0.5	4	0.2
	Totals	1348	99.9	1501	100.1
• By Region					
North Atlantic	(NA)	107	8.0	134	8.9
Mid Atlantic	(MA)	304	23.0	343	22.8
Southeast	(SE)	172	13.0	191	12.7
South Central	(SC)	86	6.0	150	10.0
Southwest	(SW)	68	5.0	107	7.1
West	(W)	145	11.0	121	8.0
Mountain	(MT)	44	3.0	55	3.7
Midwest	(MW)	99	7.0	115	7.6
Great Lakes	(GL)	273	20.0	233	15.5
Foreign	(F)	50	4.0	55	3.7
	Totals	1348	100.0	1504	100.0

• By Level of Position				
Presidents or CEO	87	8.1	100	6.6
Vice President/Provost	163	15.2	371	24.7
Deans, department heads, directors, managers	380	35.3	554	36.8
Assistant and associate positions	119	11.1	240	16.0
Other (professors, consultants, architects, etc.)	326	30.3	239	15.9
Totals	1075	100.0	1504	100.0
• By Function				
General Management	103	10.0	103	6.8
Facilities	98	9.0	291	19.3
Finance/Budget	68	6.0	181	12.0
Academic	129	12.0	143	9.5
Admissions/Student Services	18	2.0	31	2.1
Academic Support	13	1.0	48	3.5
Administrative Support	378	35.0	392	26.1
Other	268	25.0	315	20.9
Totals	1075	100.0	1504	99.9
• By Type of Organization				
Institution				
—University	438	41.7	857	57.0
—Other four-year	261	24.8	228	15.2
—Two year	102	9.7	153	10.2
—Specialized			44	3.0
State Agency	45	4.3	82	5.4
Other	195	18.6	140	9.3
Totals	1050	99.1	1504	100.1
• By Size of Institution				
Headcount enrollment 1-5,999	256	32.0	401	36.0
Headcount enrollment 6,000-11,999	213	26.6	301	27.0
Headcount enrollment 12,000 & over	314	39.2	402	36.0
Unidentifiable	17	2.1	14	1.0
Totals	800	99.9	1118	100.0

Footnotes

a. Total membership for FY 1978 was 1,515; however, analysis was retrievable for 1,348 members only (geographic), 1,075 members (level, function), 1,050 members (type) and 800 members (institutional size).

b. Total membership for FY 1983 was 1,511; however, analysis was based upon 1,504 members due to member cancellations early in FY 1984 which changed the data base for retrieval purposes.

APPENDIX V

About SCUP 1985

MISSION STATEMENT

The Society for College and University Planning is an association with a membership of individuals, higher educational institutions, related agencies, organizations and corporations who share an interest in planning in higher education. The society is dedicated to the development of planning to improve the quality and effectiveness of higher education institutions and agencies and to strengthen the planning capabilities of administration, faculty, and others who have a significant planning responsibility. It provides a forum and promotes activities in which those involved in planning can: advance the state-of-the-art in planning; improve their own and their institution's or organization's understanding and application of the tools, techniques, processes and strategies of planning; exchange information and ideas; advance the professional development of the membership; and widen the base of support for planning in higher education.

OBJECTIVES OF THE SOCIETY

The objectives of the Society for College and University Planning are:

- to encourage research, development and application of management strategies and processes for integrated academic, administrative, facilities, and financial planning
- to identify resources that are helpful in the processes of academic, administrative, facilities and financial planning and management in higher education
- to promote the professional development of its members and provide opportunity for the exchange of information and experiences in higher education planning and management through conferences, publications, seminars and workshops
- to identify and address planning and management issues that will have a major effect on higher education

ACTIVITIES OF THE SOCIETY

The Society for College and University Planning supports and encourages information exchange through the following activities:

- an Annual International Conference
- Regional meetings, seminars and workshops
- Publications
  - *Planning for Higher Education* (a quarterly journal of refereed articles on planning)
  - *News from SCUP* (a newsletter for Society members containing reports, news items, and forthcoming activities)
  - Special Reports (bibliographies, proceedings, etc.)
  - *Membership Directory* (annual alphabetical and regional listing of members)

PRESIDENTS OF THE SOCIETY
(continued)

Robert E. Cleary
1980–1981

Raymond M. Haas
1981–1982

Jack E. Freeman
1982–1983

Clinton N. Hewitt
1983–1984

O. Robert Simha
1984–1985

SOCIETY FOR COLLEGE AND UNIVERSITY PLANNING

NEWS FROM SCUP

Volume 15, Number 3 1985

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SCUP 20/20: Focus on Planning--A Summary

The Society's 20th Anniversary Conference was indeed a celebration, a professional development opportunity, and a quality program for the 328 participants and 29 spouses attending. The conference was highlighted by the numbers of charter members in attendance, by the presence of all ten of the past presidents of the Society, and by the enthusiasm of the participants.

From the conference keynote address given by Stanley O. Ikenberry, president of the University of Illinois, through the plenary session speeches and concurrent sessions, a successful program was assured. Approximately 400 people were present to hear Dr. Ikenberry's discussion of "1990: A President's Perspective." His speech was enthusiastically received by the members and guests attending as it was most relevant to their mission and purpose. The premise that a president is aware of and gives credence to the planning process as a means of advancing the college or university was a welcome dialogue. One concurrent session, coordinated by Raymond M. Haas, built upon the keynote address. Presidents representing three different types of institutions (Neil S.Bucklew of the University of Montana, Martha Church of Hood College, and Robert E. Shepack of El Paso Community College) held a lively discussion with audience participation on "Institutional Planning--What will Work and What Will Not Work--From a President's Point of View."

Each day of the conference began with a plenary session address by a well known figure in higher education who spoke on a topic of relevance to the conference theme--"Focus on Planning." Marvin W. Peterson, director and professor of the Center for the Study of Higher Education at the University of Michigan, provided a rounded summary of the past and future of organizational perspectives on planning in the speech "Continuity, Challenge and Change." Through the topic of "Strengthening Human Resource Management: A Futuristic Perspective," Alceste T. Pappas of Peat, Marwick, Mitchell & Company summarized current trends and future projections, linking human resource management with strategic management, and implementing human resource management. The third plenary presentation was delivered by David Carley of the Carley Capital Group on the topic of "The Future Potential of Partnerships Between Higher Education and Private Developers." The concurrent sessions which followed the daily plenary sessions provided a series of topics and levels of professional interest in the functional areas of the Society's program activities--academic, administrative, financial, and facilities. In addition, several special sessions were organized that utilized demonstrations, models, case studies, and field trips which provided active participation.

Exhibitors at the conference provided an added feature to the program. The following architectural firms creatively showed the conference participants new projects and ideas in campus planning:

- The Architects Collaborative, Inc. of Cambridge, Massachusetts
- E & V Incorporated of Holland, Michigan
- Holabird & Root of Chicago, Illinois
- MIT-Office of Facilities Management Systems of Cambridge, Massachusetts
- Perkins & Will, Architects of Chicago, Illinois
- Sasaki Associates, Inc. of Watertown, Massachusetts
- Williams Trebilcock Whitehead, Architects of Pittsburgh, Pennsylvania

Special Events

Additional highlights to the conference consisted of several receptions honoring different constituencies within the Society. On Sunday afternoon, a welcome to all newcomers was hosted by the president, O. Robert Sieha. Following the keynote address, a gala reception with a Chicago jazz ensemble provided an opportunity for participants to meet new and old friends. The focal point of the reception was the giant ice sculpture proclaiming "20/20"--a happy reminder of our past and our future.

The Past Presidents of the Society were honored at a reception in the Stock Exchange Trading Room of the Art Institute of Chicago which was an architect's or designer's delight. Honors and summaries of each president's term were presented by Ira Fink, a charter member of SCUP, with characteristic humor. An added attraction for this evening was a tour of one of the Art Institute's galleries hosted by Cal Audrain.

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For all of the photographers in attendance, an opportunity to view the skyline of Chicago, one of the most beautiful in the world, was provided by a boat cruise on Lake Michigan. Our boat reached its most southern helix to find a fireboat spewing water of various colors from its hoses. Chicago's architectural delights with this colorful foreground found shutterbugs in abundance--a once in a lifetime experience.

Awards Ceremony

The culmination of the 20th anniversary celebration was the Awards Luncheon on the closing day. Following a descriptive film on San Diego, Rod Rose, local arrangements chairman, added a description of an enticing Hawaiian tour to the schedule following SCUP-21. (An announcement of the 1986 conference may be found at the end of this article.)

The outgoing president, D. Robert Simha, graciously recognized the many efforts of two people who were leaving the Board of Directors--Clinton N. Hewitt who had served on the Board for nine consecutive years as secretary, vice president/president-elect, president, and past-president; and Calvert W. Audrain who had served as the Great Lakes Regional Representative for four consecutive years.

The Graduate Student Award was presented by Cynthia A. Linhart who served as chairman of the Graduate Student Paper Review Committee for SCUP-20. The recipient's paper was deemed the most worthy of a series of four papers evaluated by a panel of reviewers consisting of Marvin W. Peterson, Rodney Rose, and D. Robert Simha. The recipient of the $500 cash award is Mary Glennon, RSM who completed her graduate work at George Washington University and becomes dean of institutional advancement at Notre Dame College of Ohio as of 1 September 1985. Congratulations to Sister Glennon for this achievement.

The first president of the Society, K. C. Parsons, was present to honor the recipient of the Award for Excellence in Higher Education Planning which is known informally as the "Casey" Award. Raymond M. Haas received this award for the important contributions he has made over the years as the Society's "academic dean" and chief mentor of young planners which is coupled with his practical and theoretical advances to the art and science of higher education planning. These attributes have earned him this singular distinction and recognition by his colleagues. Congratulations, Ray.

20/20 Planning

The writing of the twenty-year history of the Society was a year-long task undertaken by Jeffrey Holmes who is a past president of SCUP. Funding for the publication was provided by Systems & Computer Technology, Inc. 20/20 Planning traces the history of the Society through five eras: A Planning Pre-History, 1958-66; The Ann Arbor Years: Planning for Planning, 1966-70; Growing Pains ... And Pleasures, 1971-75; Disaster, Dilemma and Decisions, 1976-80; and Return and Renewal, 1980-84. This history provides delightful reading. Copies of the publication were given to each participant at SCUP-20. All members of the Society who did not attend will be mailed a copy.

A Word About SCUP-21

The Society's 21st Annual International Conference will be held in San Diego, California at the Del Coronado Hotel, July 20-23, 1986. Place these dates on your calendar now. The Local Arrangements Committee is making plans for an Hawaiian vacation for conference participants following the conference. This will be an incredible opportunity to combine professional development activities with a family vacation. You will soon be hearing more about SCUP-21.

SCUP-20 Audio Cassette Recording Orders

All members of the Society will receive an order form for audio cassette recordings conducted for all conference sessions. If you did not receive one or need extra copies, please contact the Central Office at 313-763-4776.

* * *

1985 ELECTION OF OFFICERS

The following "Report of the Election of Officers" was delivered at the Annual Business Meeting in Chicago, Illinois on 10 July 1985 by Marilyn McCoy, Secretary.

The Society's election of officers for 1985 was concluded on June 10, 1985 with the following results.

Vice President/President Elect -
Joseph H. Stafford
Treasurer - R. Sue Mims
North Atlantic Regional Representative -
Laura B. Clausen
South Central Regional Representative -
Robert I. Lewis, II
Great Lakes Regional Representative -
L. Thomas Swafford
Southwest Regional Representative -
Alexander Schilt

For the election of Midwest Regional Representative a tie vote was recorded. A tie breaker ballot was mailed to every member in the Midwest Region with a postmark deadline of July 1, 1985. As a result of this tie breaker ballot the Midwest Regional Representative is Donald L. Skeahan.

The Society expresses its appreciation to each of the individuals who stood for election and extends congratulations to those newly-elected members of the Board of Directors for 1985-86.

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REPORT OF THE TREASURER

Annual Business Meeting - July 10, 1985

The fiscal year began with Maurice Arth serving as Treasurer. In the fall he resigned and Sue Mims was named as the new Treasurer in accordance with the ByLaws of the Society. The Society has been well served by Arth's work and leadership. Under Arth's direction improved formats were developed for budget and financial reports with the objective of showing information both on a cash basis and an accrual basis. These changes have proved to be effective for planning and management purposes.

Over the course of the year the Treasurers, with the assistance of the Central Office, provided periodic reports to the Executive Committee, the Finance Committee, and the Board. In accordance with the policy of the Board, an independent audit of the FY 1984 financial records was conducted by the Internal Audit Office of the University of Pittsburgh. This audit report was reviewed and accepted by the Finance Committee and the Board.

Fiscal Year 1985 has been a favorable financial year for the Society. Actual revenues have exceeded budgeted amounts in all major categories. In particular, the financial position was improved due to the success of the SCUP-19 annual meeting; actual net revenue for the conference exceeded budgeted amounts ($42,761 vs. $30,000). Likewise, increases in membership and revenues from dues contributed to the financial health of the Society. On an accrual basis, aggregate expenditures slightly exceeded the budgeted amounts. The fiscal year began with a negative fund balance of $2,196; the estimated closing balance is $32,360 on an accrual basis.

While this has been a positive year, the financial history of SCUP has been more variable. Like most other higher education organizations and institutions, SCUP is also likely to face challenges in the future. Thus, during the year the Executive Committee mandated the initiation of a long range financial planning effort, including the development of multi-year revenue and expenditure projections under different assumptions and the development recommended financial objectives and policies. This work has begun and will continue during this next fiscal year.

The proposed budget for Fiscal Year 1986 has been reviewed by the Executive Committee, the Finance Committee, and the Board, and will be approved by the Board during the course of the annual meeting. The FY86 budget is expected to be increased modestly over the FY85 budget.

During the January meeting the Board, on recommendation by the Finance Committee, approved the purchase of micro computing equipment and software for the Central Office. This next fiscal year budget, accounting, and financial planning and management systems will be implemented on the micro computer. This should enhance the financial planning and administration of the Society as we strive to achieve long range financial stability and to acquire resources sufficient to accomplish desired objectives.

Respectfully submitted,

R. Sue Mims,
Treasurer

Note: A summary of the FY1985 End-of-Year Statement which was presented at the Annual Business Meeting is available upon request from the Central Office, 2026M School of Education Building, University of Michigan, Ann Arbor, MI 48109-1259.

NOTICE

Nominations are being received for the position

EDITOR-IN-CHIEF

Planning for Higher Education

the Journal of

The Society for College and University Planning

This is a voluntary position which provides the leadership for the publication of SCUP's professional journal. The journal is published four times per year and serves to advance research and theory in the field of planning in higher education.

The Publications Advisory Committee is seeking nominations of individuals with a commitment to planning theory and practice and who have a distinguished background in the field. Nominations should be accompanied by a short description of the person's work and achievement either in an administrative or a faculty role. Experience in editing or publications is desired.

Please submit the nominations by October 1, 1985 to:

Richard Harpel
Chairman, Publications Advisory Committee (SCUP)
Assistant to the Chancellor
University of Colorado
Box B-17
Boulder, Colorado 80309

CALL FOR MANUSCRIPTS

Persons interested in submitting manuscripts for publicatio in the Society's journal, Planning for Higher Education, please correspond with the managing editor, Joanne E. MacRae, SCUP Cent Office, 2026M School of Education Building, Ann Arbor MI 48109-1 U.S.A. Until a new editor-in-chief for the journal is appointed inquiries about manuscript format and article submission should conducted through the managing editor.

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PROPOSED DUES STRUCTURE FOR FY1987

The following proposed dues structure for fiscal year 1987 was presented at the Annual Business Meeting in Chicago, Illinois on 10 July 1985 by R. Sue Mims, Treasurer and Chairman of the Finance Committee.

Proposal and Rationale

Outlined below are the recommended dues increases for the Fiscal Year 1987. These recommendations are made in light of the beginning financial plans as outlined in the Treasurer's Report.

The Finance Committee and Board have intiated the development of a long range financial plan for the Society. This plan will include among other things: an analysis of resource needs and sources, a multi-year projection of operating revenues and expenditures under different assumptions, and the development of guidelines, targets, and policies.

Beyond the obvious objectives of securing resources to support effective programming and service, the Board has the objectives of reducing the financial vulnerability of the Society and of creating the capacity and flexibility to respond to new opportunities. One means of achieving these is to increase the financial reserve of the Society to a level of approximately 50% of the annual operating budget. The proposed dues increase is one important component in these plans.

Over the past ten years, the rate of increase in dues for the Society has been less than the rate of increase in inflation. As shown below, if the proposed rates are enacted, the average annual compound growth rate in individual dues per year would be 5.8% from FY76 to FY87 compared to an average increase of 6.9% a year for inflation over the same period.

Dues Category	Present	Proposed	
Individual	$ 55	$ 65	
Student/Retiree	25	30	
Corporate-University			Institutional Size/# of Members
Corporate I	$165	$195	Up to 5,999 students; 4 members
Corporate II	220	260	6,000 to 11,999 students; 5 members
Corporate III	275	325	12,000 and above; 6 members
Corporate-Non University	275	325	6 members
Corporate Add-on	30*	40*	

*The cost of one journal subscription.

As a result of discussions of the proposed dues structure, the following requests were initiated for review and recommendation by the Finance Committee during FY1986.

- Exploration of a stratified corporate fee structure for companies/consulting firms so that smaller companies could benefit by having a lower fee than the larger ones yet still participate in the corporate membership.
- Explore a lower membership fee for new members when joining at the time of the annual conference; e.g., a $255 nonmember conference fee might be $245 and still include membership for the forthcoming year.

Taking into consideration these two requests and in accordance with the ByLaws, the members attending the Annual Business Meeting were asked to vote on the proposed structure. The proposed dues structure was approved. The Finance Committee will explore the options suggested at the annual meeting and will duscuss the findings with the Board of Directors. Should the suggested options appear feasible and desirable the proposal would be submitted by mail ballot for consideration by the membership. A report will be made at the next Annual Business Meeting in San Diego.

Following is a table showing a history of the Society's membership and conference fees.

Historical Rates/Fees

Fiscal Year	Individual Rates	Corporate Rates			CPI Index	Conference Fees
FY1976	$ 35	$190			100.0	
FY1977	35	190			105.8	
FY1978	45	190			112.9	
FY1979	45	190			123.6	
FY1980	45	190			140.1	$180
FY1981	45	190			156.2	185
FY1982	45	190			169.7	185
FY1983	45	190			177.1	190
FY1984	45	190			183.6	200
FY1985	55	165	220	275	190.7	200
FY1986	55	165	220	275	199.3	200e
FY1987est.	65	195	260	325	207.3	200e
Average Annual Growth Rate	5.8%	.3%	2.9%	5.0%	6.9%	